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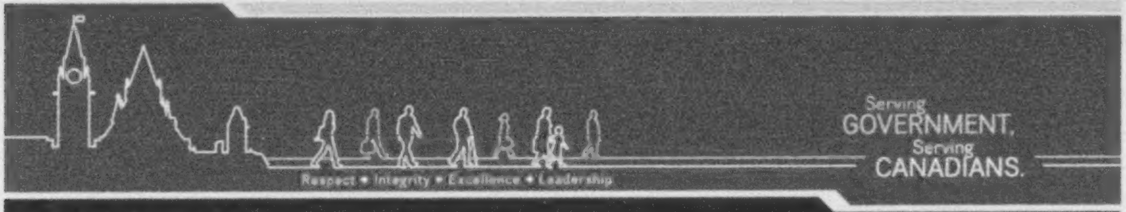
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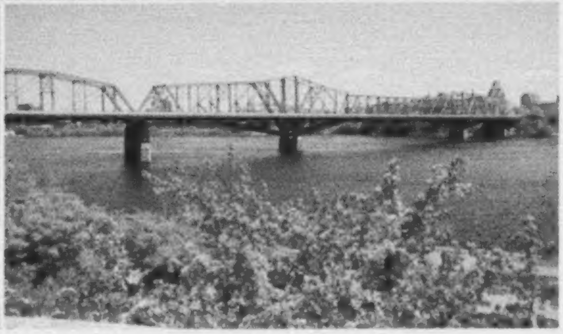
2015–16

REPORT ON PLANS AND PRIORITIES



Diane Finley, PC, MP
Minister of Public Works and Government Services

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Minister's Message

I am pleased to present the Public Works and Government Services Canada (PWGSC) Report on Plans and Priorities for the 2015–2016 fiscal year.

As we continue to build on our work over the previous years, my department will maintain its focus on what matters most to Canadians—job creation, economic growth and long-term prosperity. PWGSC will contribute to these priorities by fostering innovation, achieving cost savings, reducing red tape and improving services.

This year, our Government announced Canada's new Defence Procurement Strategy—the most significant shift in the federal government's purchasing of equipment for our men and women in uniform in 30 years.

The Strategy aims to ensure that our men and women in uniform get the equipment they need at the right price for taxpayers; to streamline defence procurement processes; and to leverage the purchase of defence equipment to create domestic jobs and growth. I look forward to making further progress on implementing this important strategy in the coming year.

We will also reach a major milestone with our National Shipbuilding Procurement Strategy in 2015, as we begin construction on two coasts. Vancouver Shipyards will begin to cut steel on the Canadian Coast Guard's Offshore Fisheries Science Vessel on the West Coast, and Irving Shipbuilding will cut steel on National Defence's Arctic Offshore Patrol Ship on the East Coast.

Our shipbuilding strategy will create an estimated 15,000 jobs and result in over $2 billion in annual economic benefits for Canada over the next 30 years. It is already creating benefits in communities across Canada. The two shipyards have already awarded $450 million in contracts to Canadian companies.

Through the Build in Canada Innovation Program, which now includes a military component, PWGSC will continue to support entrepreneurs and open markets for new innovations. With 87 contracts in place, this successful initiative is helping innovative small and medium enterprises move their products from the lab to the marketplace at the national and international levels, thus ensuring more jobs are created in Canada.

We will continue to preserve our country's heritage by rehabilitating the buildings in the Parliamentary Precinct, including the Sir John A. Macdonald Building, which will be completed in 2015.

The Transformation of Pay Administration Initiative is nearing completion. The creation of the Public Service Pay Centre in Miramichi, New Brunswick, has resulted in the creation of 550 jobs and by December 2015, a total of 184,000 pay accounts will have been transferred. This will ensure the long-term sustainability of the Government of Canada's pay administration systems and services, increase efficiency and generate $78 million in annual savings starting in 2016–17.

I am proud of what we have accomplished on these key initiatives, which align with our Government's priorities. I look forward to continuing this work to ensure that we provide sound stewardship and the best possible results for Canadian.

The Honourable Diane Finley, PC, MP
Minister of Public Works and Government Services

Section I: Organizational Expenditure Overview

Organizational Profile

Minister: Diane Finley

Deputy Head: George Da Pont

Ministerial Portfolio: Public Works and Government Services Canada

Enabling Instrument(s): The *Department of Public Works and Government Services Act*[i] *(DPWGS Act)* establishes the Department of Public Works and Government Services.

Year of Incorporation/Commencement: 1841

Other: The Minister of Public Works and Government Services (PWGS) has responsibilities under 19 other Acts. The most important ones are:

- *Shared Services Canada Act*[ii]
- *Expropriation Act*[iii]
- *Defence Production Act*[iv]
- *Seized Property Management Act*[v]
- *Surplus Crown Assets Act*[vi]
- *Financial Administration Act*[vii]

Organizational Context

Raison d'être

Public Works and Government Services Canada (PWGSC) plays an important role in the daily operations of the Government of Canada. It supports federal departments and agencies in the achievement of their mandated objectives as their central purchasing agent, real property manager, linguistic authority, treasurer, accountant, and pay and pension administrator. The Department's vision is to excel in government operations, and our strategic outcome and mission are to deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Responsibilities

The Department, founded in 1841, was instrumental in the building of our nation's canals, roads and bridges, the Houses of Parliament, post offices and federal buildings across the country.

Today, we have evolved into a sophisticated operational arm of government that employs approximately 12,000 permanent employees working in locations across Canada and headquartered in the National Capital Area.

The *Department of Public Works and Government Services Act* (the *Act*), passed in 1996, established the Department and set out the legal authorities for PWGSC's services. The *Act* established PWGSC as a common service organization providing government departments, boards and agencies with support services for their programs that today include:

- Procurement;
- Office accommodation and facilities;
- Architectural and engineering services;
- Construction, maintenance and repair of public works and federal real property;
- Pay and pension services;
- Receiver General, treasury of Canada administration, and maintenance of Accounts of Canada;
- Linguistic services;
- Industrial security services; and
- Specialized programs and services, including government-wide applications and greening of government operations.

Our goal is to manage our business in a way that demonstrates integrity, accountability, transparency, and adds value for our client departments and for Canadians. In doing so, PWGSC:

- Injects approximately $12.5 billion annually into the Canadian economy through government procurement for 140 federal departments and agencies, of which $8.1 billion or 65% is for non-military procurement. Of this $8.1 billion, 54% goes to Canadian small and medium enterprises (SMEs);[1]
- Handles over $2.3 trillion in cash flow transactions annually through the Receiver General function;
- Issues more than 13.7 million federal pay and pension payments, annually;

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[1] Based on a three-year average (2011–12 to 2013–14).

- Provides accommodation to Parliamentarians and more than 272,000 public servants in 1,654 locations across Canada;
- Manages a Crown-owned property portfolio with a market value of $7.3 billion, including 19 engineering assets such as bridges and dams;
- Makes rental payments of approximately $1.24 billion on 1,736 lease contracts across Canada, annually;
- Manages 27% of federal real property inventory based on total floor area;
- Provides $535 million in payments in lieu of taxes to 1,235 taxing authorities on behalf of the Government of Canada;
- Provides translation and interpretation services for more than 1,470 parliamentary sittings and parliamentary committee meetings and manages translation for more than one million pages of text on behalf of other federal organizations, annually; and
- Processes and images more than 31.4 million pages, annually, for federal government departments and agencies.

The portfolio of the Minister of PWGS includes Shared Services Canada, which reports separately. It also includes two Crown corporations: Canada Lands Company Limited and Defence Construction Canada. The Office of the Procurement Ombudsman (OPO) reports to the Minister and operates independently. Details of the operations of the Crown corporations and the OPO are provided in separate annual reports that are tabled in Parliament by the Minister.

Strategic Outcome and Program Alignment Architecture

PWGSC's Program Alignment Architecture (PAA), as approved by the Treasury Board, supports our strategic outcome:

> To deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

The following table lists the programs that comprise PWGSC's PAA.

PWGSC Program Alignment Architecture

Program	Sub-Program
1.1 Acquisitions	1.1.1 General Procurement Services
	1.1.2 Customized Procurement Services
	1.1.3 Acquisition Stewardship
	1.1.3.1 Acquisition Policy and Strategic Management
	1.1.3.2 Client and Supplier Engagement
	1.1.4 Acquisition Support and Innovation
	1.1.4.1 Build in Canada Innovation Program
	1.1.4.2 Asset Disposal
	1.1.4.3 Standards Development and Certification
1.2 Accommodation and Real Property Services	1.2.1 Federal Accommodation
	1.2.2 Federal Holdings
	1.2.3 Real Property Services
	1.2.4 Payments in Lieu of Taxes
	1.2.5 Parliamentary Precinct
	1.2.6 Cape Breton Operations
1.3 Receiver General for Canada	1.3.1 Stewardship of Consolidated Revenue Fund and Accounts of Canada
	1.3.2 Receiver General Services
1.4 Integrity Programs and Services	1.4.1 Contract Security
	1.4.2 Controlled Goods
	1.4.3 Forensic Accounting Services
	1.4.4 Operational Integrity Services
1.5 Federal Pay and Pension Administration	1.5.1 Pay
	1.5.2 Pension
1.6 Linguistic Management and Services	1.6.1 Terminology Standardization Program
	1.6.2 Translation and Other Linguistic Services
	1.6.3 Translation and Interpretation to Parliament
	1.6.4 Conference Interpretation
1.7 Specialized Programs and Services	1.7.1 Greening of Government Operations
	1.7.2 Client Service Strategy
	1.7.3 Government Information Services
	1.7.4 Document Imaging Services
	1.7.5 Shared Travel Services
	1.7.6 Central Relocation Services
	1.7.7 Government of Canada Administrative Services
1.8 Procurement Ombudsman[viii]	1.8.1 Review of Procurement Practices
	1.8.2 Supplier Complaints
1.9 Internal Services	1.9.1 Management and Oversight
	1.9.2 Communications
	1.9.3 Legal
	1.9.4 Human Resources Management
	1.9.5 Financial Management
	1.9.6 Information Management
	1.9.7 Information Technology
	1.9.8 Real Property
	1.9.9 Materiel
	1.9.10 Acquisition

Contribution of Priorities to Strategic Outcome

We have three organizational priorities that support our strategic outcome:

- Service Excellence;
- Innovation and Modernization; and
- Value for Money.

These are described in the Organizational Priorities table and are also reflected in the program planning highlights in Section II of this report.

PWGSC's Client Service Strategy

PWGSC launched its Client Service Strategy in 2010 to improve the management of government operations and to strengthen its client partnerships through effective and efficient service delivery and a culture of service excellence. This department-wide initiative, now in its sixth year of implementation, consists of six pillars which are now firmly rooted in PWGSC culture:

- Service Agreements;
- Service Standards;
- Innovative Service Offerings;
- Client Engagement;
- Client Satisfaction; and
- Service Culture.

PWGSC has strengthened client satisfaction and client relationships through client engagement, interdepartmental service agreements, the client barometer, and the annual e-publication, Our Services, Standards and Results[ix]. PWGSC has also enhanced its service excellence culture by embedding a Client Service Competency in staffing, training, recognition and performance management.

In 2015–16, we will continue to make progress towards our goal of positioning PWGSC as a valued partner in the management of government operations by:

- engaging clients early and continuously;
- enabling employees at all levels to foster service excellence through training and other mechanisms; and
- offering integrated and effective solutions, including aligning service transformations to maximize collaboration and synergy.

Organizational Priorities

The plans identified in the Organizational Priorities will enable us to focus on better service to clients and Canadians and value for money.

Priority	Type	Programs
Service Excellence	New	• Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Integrity Programs and Services • Federal Pay and Pension Administration • Linguistic Management and Services • Specialized Programs and Services • Internal Services

Description

Manage the delivery of our programs and services to ensure excellence and integrity while managing our clients' and Canadians' expectations.

Why is this a priority?

As the Government of Canada's common service provider, providing excellent service to our clients and Canadians is fundamental to ensure departments and agencies effectively achieve their mandates as well as to bolster client satisfaction. We also need to support federal government initiatives to improve service to clients as identified in the new Treasury Board Policy on Service as well as Destination 2020.

Through its Client Service Strategy, the Department has, in recent years, positioned itself as an integrated, innovative and service-oriented organization. The Strategy has broken down internal and external barriers, and solidified horizontal relationships resulting in improved service integration.

Moreover, in the context of the Client Service Strategy, every employee across the Department contributes to service excellence by examining ways to better meet clients' needs and increase client satisfaction.

As we foster a culture of service excellence within the Department, we will also continue to build on our strong relationships with client departments. In meeting our commitment to client satisfaction, we will continue to establish PWGSC as a valued partner that departments turn to for our expertise and for the delivery of integrated, whole-of-government solutions.

What are the plans for meeting the priority?

For 2015–16, PWGSC will implement the following initiatives which contribute to the achievement of the "Service Excellence" priority:

- Lead a competitive procurement process, in conjunction with Natural Resources Canada (NRCan), to implement a Government-Owned Contractor Operated (GoCo) model to advance the restructuring of the Atomic Energy of Canada Limited (AECL) Nuclear Laboratories.
- As indicated in Economic Action Plan 2014, support the federal procurement reform by simplifying processes and reducing administrative costs of the Government's procurement system, while reducing the administrative burden on suppliers.
- Continue developing and implementing National Goods and Services Procurement Strategies (NGSPS) by focusing on early engagement with government departments, agencies and suppliers to better understand their needs and develop more efficient and effective procurement solutions. Examples include Language Training Services and Travel.
- Make further progress in the Acquisitions Program Transformation Initiative in order to continue to improve client service and relationships with key stakeholders, and streamline our procurement processes.
- Measure client departments' satisfaction with acquisitions services using a comprehensive client satisfaction survey. This survey will provide PWGSC with a baseline of overall client satisfaction related to the services it provides to other federal departments and will allow the department to adapt its services to meet clients' needs.

- Ensure the integrity of real property contracting instruments by applying a comprehensive oversight framework to ensure best value for the Crown and Canadians.
- Streamline and accelerate the disposal process of real property that no longer meets program requirements by conducting a thorough due diligence process, which includes legal, Aboriginal and heritage consultations, and environmental and security assessments.
- Continue to provide uninterrupted Parliamentary Business operations.
- Continue to rehabilitate the buildings in the Parliamentary Precinct to meet accommodation requirements of the Senate, the House of Commons and the Library of Parliament.
- In collaboration with Infrastructure Canada and the Canadian Council for Public-Private Partnerships (PPP Canada), facilitate the acceleration of the in-service date of the New Bridge for the St. Lawrence (NBSL), in the greater Montreal area, planned for 2018, by procuring the services of a private-sector partner.
- Develop business cases for major National Capital Area (NCA) renovation projects to support the program objectives of increased environmental performance, modern workplaces, and cost effectiveness. These include the renovations of L'Esplanade Laurier and Les Terrasses de la Chaudière.
- Continue to manage the operations of the federal treasury through the issuance and settlement of more than 315 million federal and provincial payments annually, and the collection of revenues for all government departments, amounting to over $2.3 trillion in cash flow; maintain the Accounts of Canada; produce the government's Monthly Statements of Financial Operations and the annual Public Accounts of Canada; and enhance the systems that support these functions in order to respond to the changing business environment.
- Continue to assist PWGSC branches and other government departments seeking to apply PWGSC's Integrity provisions in their procurement regimes by supporting supplier integrity verifications. In doing so, we are in a position to confirm contract eligibility and determine if suppliers are in compliance with Integrity provisions.
- Continue to improve security screening processing times.
- Continue to monitor performance, and ensure effectiveness and efficiency in delivering Fairness Monitoring services through the launch of a new Standing Offer for Fairness Monitoring Services in June 2015.This will open the field to new suppliers and enable them to update their offering regularly, throughout the duration of the standing offer.
- Continue to ensure that new legislation, policies and collective bargaining agreements affecting employees continue to be implemented within the required timeframes, and that employees and retirees are paid accurately and on time, through reliable and efficient central systems and processes.
- Continue to expand Document Imaging Services to support federal government departments and agencies in meeting information management policy requirements by reducing the need to store large volumes of paper documents and allowing departments to improve client service and reduce operational costs.
- Continue to support partner departments to reduce the environmental footprint of federal government operations in response to the second cycle of the Federal Sustainable Development Strategy (FSDS 2013–2016), develop Theme IV of the third cycle of the FSDS (FSDS 2016–2019); and report on government-wide progress.
- Optimize the value and efficiency of services provided to other government departments and agencies by engaging clients early and continuously, enabling employees at all levels to foster service excellence, and offering integrated and effective solutions.

Priority	Type	Programs
Innovation and Modernization	New	• Acquisitions • Accommodation and Real Property Services • Integrity Programs and Services • Federal Pay and Pension Administration • Specialized Programs and Services • Internal Services

Description

Implement new forms of program and service delivery to respond to changing needs of clients and Canadians.

Why is this a priority?

To keep pace in an ever-changing environment, support government priorities related to job creation and economic growth and support modernization initiatives such as Destination 2020, PWGSC needs to implement new forms of program and service delivery.

Our clients require integrated solutions that harness both specialized knowledge and technology. We will continue to draw on our experience and expertise to improve upon existing processes and modernize our programs and services to find new and innovative ways to deliver them taking a whole of government approach. In doing so, we will continue to meet the future needs of our clients and Canadians.

What are the plans for meeting the priority?

For 2015–16, PWGSC will implement the following initiatives which contribute to the achievement of the "Innovation and Modernization" priority:

- As part of the Acquisitions Program Transformation, continue to apply the Smart Procurement approach to cover all procurement businesses and launch the procurement process for a new e-procurement solution.
- Continue to step towards Destination 2020 by building on the progress it has made in support of the Clerk of the Privy Council's vision and guiding principles for a modern and outstanding public service. The Department will foster its innovative engagement approaches and enhance its progress in the five areas that emerged as priorities during employee consultations: service to clients, performance, a collaborative workplace, process-busting and whole-of-government contribution. The vision for 2020 will continue to shape our transformation efforts, benefitting all of government and the public in our role as a service provider of choice.
- Continue the implementation of key strategic government-wide initiatives to help the government achieve its priorities of creating jobs and bolstering economic growth. Some key initiatives underway include:
  - The National Shipbuilding Procurement Strategy (NSPS); and
  - The Build in Canada Innovation Program (BCIP).
- Continue to implement the Defence Procurement Strategy (DPS which has three key objectives: delivering the right equipment to the Canadian Armed Forces and the Canadian Coast Guard in a timely manner; leveraging purchases of defence equipment to create jobs and economic growth in Canada; and streamlining defence procurement processes. Advance the Government's ability to leverage military procurements to create jobs and economic benefits to Canada, and improve the governance and management of military procurement.
- Through the BCIP, continue to help companies bridge the pre-commercialization gap for their innovative products and services, support Canadian suppliers to connect with government users, and improve the efficiency and effectiveness of government operations. This is being achieved by reducing barriers for suppliers to do business with the government, and by procuring and testing their late stage innovative products and services within the federal government before they are taken to the market.

- Continue toward full integration in the mandate and functions of Cape Breton Operations (former Enterprise Cape Breton Corporation) by 2016–17 through the implementation of a comprehensive integration plan focused on administrative and environmental legacy obligation, portfolio management and divestiture planning for the 4000 hectare portfolio.
- Implement Real Property service management solutions through the use of new contracting mechanisms that fit the needs of client departments.
- Acquire and implement a new information technology (IT) system for the Controlled Goods Program to support program changes, improve service delivery, and ease clients' administrative burden.
- Develop a secure web portal where PWGSC branches and other government departments can submit their supplier verification requests and have the ability to review query results from an automated search against the Integrity database.
- Complete the implementation of the Transformation of Pay Administration Initiative, replacing the outdated pay system, streamlining business processes, and consolidating pay services. This will ensure the long-term sustainability of the Government of Canada pay administration, increase efficiency, and generate $78.1 million in annual savings starting in 2016–17.
- Continue to implement the Transformation of Pension Administration Initiative for the Canadian Armed Forces, thus decreasing the cost of pension administration for the Government of Canada, while improving client service and increasing alignment to common standards and processes.
- Continue to embrace the latest innovative tools in an effort to communicate as effectively as possible with Canadians, while preparing the Department to transition to the new Canada.ca website.
- Continue to provide innovative solutions to modernize Government of Canada Administrative Services and IT systems across government, by facilitating the roll-out of GCDOCS throughout the Government of Canada and using a common platform whereby departments and agencies benefit from horizontal direction and ongoing application support (e.g., Shared Case Management System).
- Implement a government-wide Human Resources (HR) Information Technology application called My GC HR. My GC HR will provide better value for the delivery of Government of Canada HR services by replacing over 40 HR solutions with a single central standard. My GC HR is scheduled to complete the on-boarding of client departments and agencies participating in the first of four waves in 2015–16.
- Continue to strengthen Government of Canada practices and processes in financial, HR and information management (IM) by enabling the Government of Canada's Human Resources Modernization and electronic documents and records management initiatives.

Priority	Type	Programs
Value for Money	New	All Programs

Description

Implement initiatives to increase efficiency and effectiveness of our programs and services.

Why is this a priority?

PWGSC will continue to demonstrate to Canadians and parliamentarians that our programs and services provide value and demonstrate an optimal level of performance in meeting the program objectives.

To implement this priority, we will implement initiatives that increase efficiency and effectiveness of our programs and services so that they continue to be relevant in terms of our clients' and the federal government's needs and demonstrate value for money.

What are the plans for meeting the priority?

For 2015–16, PWGSC will implement the following initiatives which contribute to the achievement of the "Value for Money" priority:

- Continue to apply the principles of fairness, openness, integrity, access, and value for taxpayer dollars in all procurement activities.
- Advance workplace improvements by applying the space standards modernization and space recapture initiatives, updating workspaces and enabling new technologies, as appropriate, to create a more efficient workplace and realize savings.
- Provide office space in the National Capital Area (NCA) to accommodate a consolidation of up to 8,500 Department of National Defence (DND) Team members to the Carling Campus from other NCA locations by March 2019. This consolidation provides a stable, sustainable, less expensive location with enhanced inter-allied information transfer and communications, strengthening of the security posture, transformation of business and saving roughly $750 million over 25 years.
- Strengthen the management of our holdings by implementing a new vision and national portfolio plan to streamline costs and achieve efficiencies based on a continuous and thorough analysis of portfolio performance and resulting recommendations for improvement.
- Continue to enhance and streamline the processes for verifying supplier compliance with the Integrity Framework, thus reducing the administrative burden and ensuring integrity of procurement and real property processes.
- Continue the implementation of the government's direct deposit initiative to transition all payments to direct deposit.
- Continue the modernization of the Translation Bureau in order to ensure an efficient delivery of linguistic services to the Government of Canada at a lower cost to government departments.
- Create a cost-effective and sustainable IM/IT environment that reduces the number of applications through the proactive management of the departmental Application Portfolio.
- Continue to exercise financial leadership and oversight while ensuring value for money in delivering on departmental priorities.
- Maintain sound materiel management and accommodation practices in the Department to maximize resources and efficiencies.
- Foster a standards-based, transparent, and departmental-wide approach to the management of IM/IT that ensures cost-effective, efficient IM/IT solutions and services, and results in IM/IT investment decisions that are aligned with departmental and Government of Canada priorities.
- Mitigate workforce adjustment impact cost by developing strategies to maximize placement of affected employees resulting from transformation initiatives such as the Transformation of Pay Administration Initiative.

Risk Analysis

Key Risks

Risk	Risk Mitigation Strategy	Link to Program Alignment Architecture
Financial Risk—PWGSC's reliance on cost recovery poses risks in an environment of reduced expenditures on the part of client departments.	PWGSC will adjust to reduced operational demands while maintaining the quality of our services. This will include sustaining rigorous management of revenues, expenditures, forecasting and commitment monitoring and working closely with other departments through the client service network to identify changing requirements and their impacts on the Department.	• Acquisitions • Accommodation and Real Property Service • Receiver General for Canada • Integrity Programs and Services • Linguistic Management and Services • Specialized Programs and Services
Complex, Transformational and Interdepartmental Major Projects and Procurements—There are inherent risks in PWGSC undertaking and delivering complex, transformational and interdepartmental major projects and procurements on time, within the approved budget and according to scope (which could ultimately have an impact on the Department's service strategy).	PWGSC's risk responses include: implementation of disciplined investment and project management processes; development and implementation of service agreements and service standards with clear identification of responsibilities; sound contract management; early engagement with client departments and other stakeholders; and development and implementation of the Department's Integrated Investment Plan (IIP).	• Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Integrity Programs and Services • Federal Pay and Pension Administration • Linguistic Management and Services • Specialized Programs and Services
Workforce Risk—There is a risk that PWGSC may not have the ability to maintain a high-performing workforce with the appropriate skills and competencies to achieve the expected service delivery levels in support of evolving business needs. This year, the Department will have to manage the HR impacts of the Transformation of Pay Administration Initiative.	PWGSC risk responses include: Reinforcement of the integrated approach to business and HR planning, including in the context of transformation; modernization of the HR management through the adoption of My GC HR (PeopleSoft) and the SABA learning management system; reinforcement and streamlining of internal processes to better meet clients' needs; continued implementation of the PWGSC People Management Philosophy and HR strategies; implementation of the Treasury Board Secretariat's Directive on Performance Management; and sustaining the momentum for Blueprint 2020 as a driver for people engagement and the building of an efficient workforce for the future.	• Acquisitions • Accommodation and Real Property Services • Receiver General for Canada • Integrity Programs and Services • Federal Pay and Pension Administration • Linguistic Management and Services • Specialized Programs and Services

Risk Narrative

PWGSC formally integrates risk into business planning, decision making and organizational processes to minimize negative impacts and maximize opportunities across its diverse range of services and operations. Risk management is conducted throughout PWGSC in accordance with the TBS Framework for the Management of Risk, PWGSC Policy on Integrated Risk Management, the International Organization for Standardization (ISO) 31000 and the Canadian Standards Association (CSA) Implementation Guide to CAN/CSA-ISO 31000, Risk Management—Principles and Guidelines.

Financial Risk—PWGSC's reliance on cost recovery poses risks in an environment of reduced expenditures on the part of client departments. The Department has developed a more robust Financial Management Framework, a more rigorous approach to manage revenues, expenditures and commitments, as well as a departmental client service strategy targeted at providing quality services to clients in the context of fluctuating business volumes.

Complex, Transformational and Interdepartmental Major Projects and Procurements—As the government's common service provider, PWGSC undertakes large and complex enterprise initiatives for the Government of Canada. There are risks associated with these projects. PWGSC's risk management approach includes: implementation of disciplined investment and project management processes; robust service agreements and service standards with clear identification of responsibilities; sound contract management; early engagement with client departments and other stakeholders; and the Department's Integrated Investment Plan (IIP).

Workforce Risk—PWGSC has reinforced departmental strategies to effectively manage workforce adjustment activities, including the activities stemming from the transfer of compensation services to Miramichi, and ensure the required workforce is in place to deliver the Department's mandate, including leadership development activities and a streamlined succession planning approach, as well as developed strategies to foster a healthy work environment and continue to be an employer of choice.

Planned Expenditures

Budgetary Financial Resources (Planned Spending—dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
2,871,525,596	2,871,525,596	2,645,418,672	2,628,031,591

Totals may not add up due to rounding.

Human Resources (Full-Time Equivalents—FTEs)

2015–16	2016–17	2017–18
11,986.68	11,711.68	11,534.18

Budgetary Planning Summary for Strategic Outcome and Programs (dollars)

Strategic Outcome(s), Program(s) and Internal Services	Expenditures		Forecast Spending	Main Estimates	Planned Spending		
	2012–13	2013–14	2014–15	2015–16	2015–16	2016–17	2017–18
Strategic Outcome: To deliver high quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.							
Acquisitions	158,849,677	152,781,604	163,401,092	151,339,610	151,339,610	161,053,741	158,117,947
Accommodation and Real Property Services	2,011,582,718	2,111,237,753	2,199,121,879	2,175,548,102	2,175,548,102	1,982,867,539	1,965,586,565
Receiver General for Canada	117,792,671	120,686,479	120,079,568	99,157,873	99,157,873	99,064,558	99,053,462
Integrity Programs and Services	-	-	22,997,191	15,505,622	15,505,622	15,481,155	15,481,155
Federal Pay and Pension Administration	80,559,725	101,211,263	130,157,523	114,163,435	114,163,435	78,422,374	80,949,818
Linguistic Management and Services	78,458,807	61,627,911	72,445,981	60,913,368	60,913,368	60,963,502	60,925,759
Specialized Programs and Services	49,534,679	56,443,732	44,795,022	29,617,191	29,617,191	24,607,548	24,629,169
Procurement Ombudsman	3,884,382	4,075,023	4,282,635	4,111,325	4,111,325	4,108,225	4,108,225
Strategic Outcome Subtotal	2,500,662,659	2,608,063,765	2,757,280,891	2,650,356,526	2,650,356,526	2,426,568,642	2,408,852,100
Internal Services Subtotal	236,870,598	239,060,369	251,119,022	221,169,070	221,169,070	218,850,030	219,179,491
Total	2,737,533,257	2,847,124,134	3,008,399,913	2,871,525,596	2,871,525,596	2,645,418,672	2,628,031,591

PWGSC has successfully implemented the measures announced in past Budgets by assessing the effectiveness and efficiency of programs and services in light of their contribution to the Department's mandate to deliver high quality, central programs and services, and align with the Government's priorities.

These successfully implemented measures are leading to an overall decrease in spending, which is explained in a more detailed view below.

- **($243.5 million): Decrease in spending to Main Estimates over 2015–16 to 2017–18 planned spending**—The decrease is mainly due to operating efficiencies, as well as the completion of projects under the Federal Contaminated Sites Action Plan, the repair and rehabilitation of major federal engineering assets (e.g., bridges and crossings) and Parliament Precinct Rehabilitation initiatives. It is also due to the completion of the Transformation of Pay Administration Initiative and the transfer the Canadian Armed Forces pension plan administration to PWGSC.
- **($136.9 million): Decrease from 2014–15 forecast spending to 2015–16 Main Estimates**—This decrease is mainly due to project funding that was transferred from 2013–14 to 2014–15 and will be consumed by year-end. It is also due to the implementation of additional savings measures, the completion of project phases related to the repair and rehabilitation of major federal engineering assets (e.g., bridges and crossings), as well as the completion of planned activities associated with the Pay Modernization Project.
- **$109.6 million: Increase in expenditures from 2012–13 to 2013–14**—This increase is mainly due to new funding for Engineering Assets projects, the purchase of Les Terrasses de la Chaudière, and additional work completed for the Parliamentary Precinct Rehabilitation.

- **$161.3 million: Increase in 2013–14 expenditures to 2014–15 forecast spending**—This increase is mainly due to additional funding for the Parliamentary Precinct Rehabilitation, the transfer of Enterprise Cape Breton Corporation to PWGSC, the implementation of Payment in Arrears for all federal employees and non-discretionary expenses related to the Receiver General's card acceptance services and postage fees.

Alignment of Spending with the Whole-of-Government Framework

2015–16 Planned Spending by Whole-of-Government-Framework Spending Area[x] (dollars)

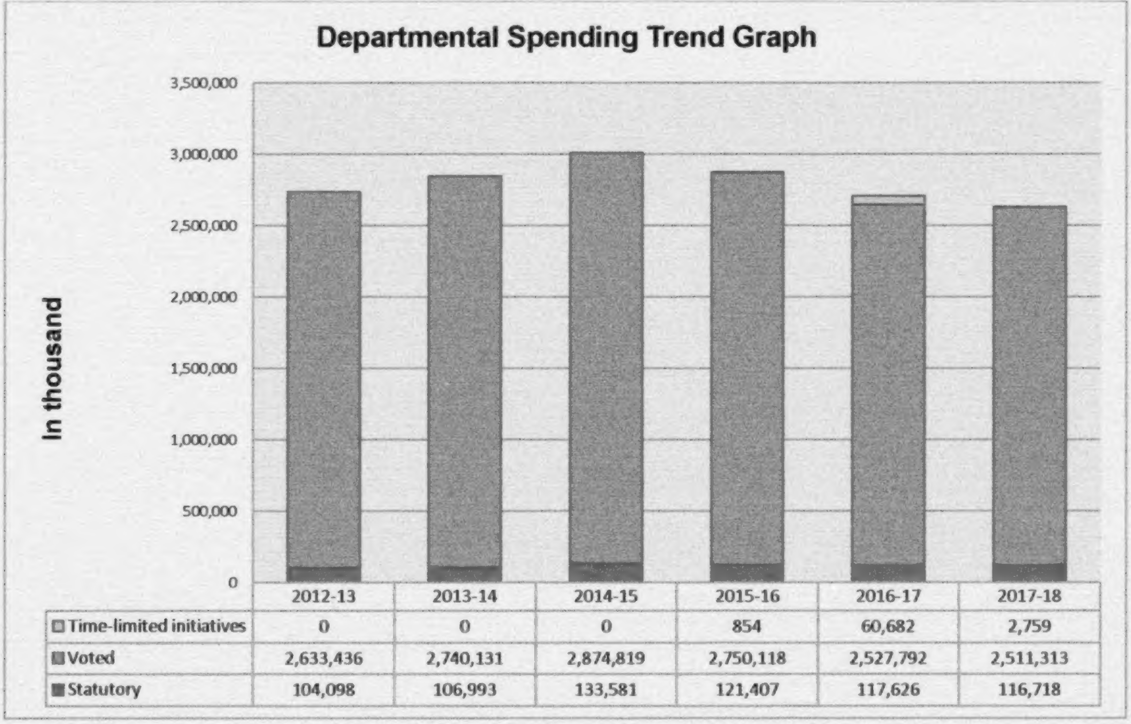
Strategic Outcome	Program	Spending Area	Government of Canada Outcome	2015–16 Planned Spending
High quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.	1.1 Acquisitions	Government Affairs	Well-managed and efficient government operations.	151,339,610
	1.2 Accommodation and Real Property Services	Government Affairs		2,175,548,102
	1.3 Receiver General for Canada	Government Affairs		99,157,873
	1.4 Integrity Programs and Services	Government Affairs		15,505,622
	1.5 Federal Pay and Pension Administration	Government Affairs		114,163,435
	1.6 Linguistic Management and Services	Government Affairs		60,913,368
	1.7 Specialized Programs and Services	Government Affairs		29,617,191
	1.8 Procurement Ombudsman	Government Affairs	A transparent, accountable and responsive federal government.	4,111,325

Total Planned Spending by Spending Area (dollars)

Spending Area	Total Planned Spending
Economic Affairs	-
Social Affairs	-
International Affairs	-
Government Affairs	2,650,356,526

Departmental Spending Trend

Departmental Spending Trend Graph



	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
☐ Time-limited initiatives	0	0	0	854	60,682	2,759
▨ Voted	2,633,436	2,740,131	2,874,819	2,750,118	2,527,792	2,511,313
■ Statutory	104,098	106,993	133,581	121,407	117,626	116,718

The cause of variances to the time-limited initiatives is as follows:

- From 2014–15 to 2015–16: to complete project closure activities related to Sydney Tar Ponds;
- From 2015–16 to 2016–17: to complete: the Transformation of Pay Administration—Pay Modernization; Phase II of the Federal Contaminated Sites Action Plan; and the Whole-of-Government Web Buy Initiative; and
- From 2016–17 to 2017–18: to complete the Cost and Profit Assurance Program.

Estimates by Vote

For information on PWGSC's organizational appropriations, please see the *2015–16 Main Estimates publication*.[xi]

Section II: Analysis of Programs by Strategic Outcome

Strategic Outcome

PWGSC's strategic outcome is to deliver high-quality central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.

Programs, Sub-Programs and Sub-Sub Programs

The following section describes PWGSC's programs, sub-programs, sub-sub programs, and planning highlights that support our strategic outcome. It also includes an overview of the financial and human resources, the expected results, and the performance indicators and targets for each program, sub-program and sub-sub-program. Additional information is available on our departmental website.[xii]

Program 1.1: Acquisitions

This program shows Public Works and Government Services Canada (PWGSC) as the government's primary procurement service provider offering federal organizations a broad base of procurement solutions such as specialized contracts, standing offers, and supply arrangements. The role of PWGSC in this area is to provide timely value-added acquisitions and related common services to Canadians and the federal government.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
151,339,610	151,339,610	161,053,741	158,117,947

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
1,758	1,758	1,758

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Fair, open and transparent acquisition that provides best value to Canadians and is delivered effectively and efficiently to the satisfaction of the government and Canadians.	Percentage of Government of Canada procurement value through PWGSC Procurement instruments (Standing Offers and Supply Arrangements).	15%	31/03/2016
	Percentage of total contracted value awarded competitively.	70%	31/03/2016
	Cost of General and Customized Procurement Services per $100 of contracts awarded by PWGSC annually. (Based on 3-year average).	$2.40	31/03/2016
	Percentage of competitive processes using fairness monitors which are supported by finalized FM reports.	100%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to improve client service and support the implementation of the procurement reform initiative, and reduce costs and process burdens for clients and suppliers through the transformation of the Department's Acquisitions Program.
- Continue to apply the Smart Procurement of early engagement, effective governance, independent advice and benefits for Canadians, to cover all procurement businesses including defence procurement and commercial goods and services.
- Streamline business processes and support systems using the LEAN approach—a client focused philosophy—to improve client service, find efficiencies and prepare for an e-business environment.
- Continue to implement the Digital Procurement Strategy to leverage digital technology in order to reduce costs and process burdens for clients and suppliers. Under this Strategy, PWGSC will procure and implement an e-procurement solution, a highly efficient and streamlined electronic procurement tool that allows timely and responsive acquisition of goods and services.
- Launch the procurement process for a new e-procurement solution, a highly efficient and streamlined electronic procurement tool that allows timely and responsive acquisition of goods and services. The e-procurement solution, an easy-to-use, web-based procurement system with modern tools and services, is aligned with Government-wide initiatives and other Government of Canada (GC) solutions to provide better value for money for taxpayers.
- Maintain a strong framework and clear, consistent, and comprehensive policy instruments to ensure financial sustainability and appropriate management of project risks and issues. Examples of key instruments to support the Acquisitions Program Transformation (APT) include: the *Smart Procurement Framework, Policy on the Use of Independent Advice in Procurement, Policy on Considering Benefits for Canadians in Government Procurement* and *Guideline on Ensuring the Participation of Small and Medium Enterprises in Government Procurement.*
- Continue to build on our strong relationships with key stakeholders such as clients and suppliers.

The fluctuation in planned spending is mainly due to the growth of the Build in Canada Innovation Program military component and the completion of the Cost and Profit Assurance Program.

Sub-Program 1.1.1: General Procurement Services

This sub-program identifies PWGSC as the government's primary procurement service provider offering the federal government a broad base of standard or unique procurement solutions including contracts, standing offers, supply arrangements and procurement tools. The role of PWGSC in this area is to manage contracts for goods, services and construction on behalf of client departments and agencies of the Government of Canada, and includes the management of contractual activities such as planning, acquisitions, and contract administration. In general, while the procurement solutions addressed in this sub-program can be complex, they are typically the common, frequently purchased requirements of most departments.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
67,878,225	67,727,865	67,498,403

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
808	808	808

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Timely acquisition of goods and services that provide value for money to support the delivery of government programs and services.	Percentage of original contracts of basic or standard risk and complexity awarded within established timeframes.	80%	31/03/2016
	Overall level of client satisfaction.	75%	31/03/2016

Planning Highlights

PWGSC will:

- As per the 2013 Economic Action Plan announcement of creating opportunities for apprentices to better meet the demand for skilled tradespersons, PWGSC and Employment and Social Development Canada (ESDC) have developed the Apprenticeship Procurement Initiative, a phased-in, industry-informed approach to support the use of apprentices through federal procurement for construction and maintenance. Phase 1 of this initiative consists of the promotion of apprentices to employers and the collection of baseline evidence about the use of apprentices in federal contracts. PWGSC, ESDC and Defence Construction Canada continue to collect baseline data on the hiring and training of apprentices in federal construction and maintenance contracts to inform an ongoing approach.

There is no significant variance in planned spending since the variance does not exceed $0.5 million (or 1%).

Sub-Program 1.1.2: Customized Procurement Services

This sub-program identifies PWGSC as the government's procurement provider for customized procurement solutions including industry consultations, market surveys, conducting complex competitive solicitations and contract negotiations, award and management of contracts including legal agreements. Often such procurements include a wide range of technically complex systems and services, are unique, high in dollar value, and are long-term agreements. Because of the complexity and the nature of the requirements, they usually require early involvement of PWGSC procurement specialists in the definition phase of the program and require dedicated procurement teams in the implementation phase of the procurement strategies. Since these procurements may be sensitive in nature and/or require a multi-phased approach, risk management, performance management, financial management and change management are all important aspects of the overall project management regime.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
8,368,013	8,312,293	8,307,951

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
374	374	374

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Dedicated resources are allocated to increase client engagement and improve feedback to clients on customized procurement services.	Proportion of monthly status reports provided to clients for customized procurements over $1 million.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to support Infrastructure Canada, the project authority charged with delivering the New Bridge for the St. Lawrence Corridor, in Montreal, Quebec. The GC committed, as part of Budget 2014, to build a new bridge over the St. Lawrence by 2018 to replace the existing Champlain Bridge. The project will be delivered through a public-private partnership. Along with the continued management of several auxiliary contracts, key milestones in 2015–16 include the selection of a preferred proponent in April 2015 and the project agreement signing in July 2015.

- Lead a competitive procurement process as contracting authority, in conjunction with Natural Resources Canada (NRCan) as the project authority lead, to implement a Government Owned Contractor Operated (GoCo) model to advance the restructuring of the Atomic Energy of Canada Limited (AECL) Nuclear Laboratories and bring private-sector rigour and efficiencies into the management of its facilities and services. The contracting process is being overseen by third-party experts and an independent fairness monitor will provide assurance that the procurement is conducted in a fair, open and transparent manner.
- Continue to support the Department of National Defence (DND) and the Canadian Coast Guard (CCG) through the work of the National Shipbuilding Procurement Strategy (NSPS). The NSPS is in year four of a 30-year process with an estimated 15,000 jobs and $2 billion expected to be generated annually. The implementation of this Strategy creates sustainable jobs, results in efficient delivery of ships and avoids the boom and bust cycle that has historically plagued the Canadian shipbuilding industry. In 2015, Canada and the shipyards will commence construction on the two lead ships: the CCG's Offshore Fisheries Science Vessel (OFSV) with Vancouver Shipyards, and DND's Arctic Offshore Patrol Ship (AOPS) with Irving Shipbuilding Inc. Work will also continue for the Canadian Surface Combatant, which is in preliminary stages of project definition; and for the Offshore Oceanographic Science Vessel and the Joint Support Ships.
- Support the ongoing transformation of defence procurement by continuing to coordinate the implementation of the Defence Procurement Strategy (DPS). The Strategy aims to deliver the right equipment to the Canadian Armed Forces and the CCG in a timely manner, while leveraging these purchases to create jobs and economic growth, including through the use of weighted and rated Value Propositions in eligible procurements. Industry will be engaged throughout to understand requirements and available solutions and to ensure open, fair and transparent processes. As well, the Defence Procurement Strategy Secretariat will support timely, coordinated decision-making and will work with key partners to streamline defence procurement processes.

There is no significant variance in planned spending since the variance does not exceed $0.1 million.

Sub-Program 1.1.3: Acquisition Stewardship

This sub-program identifies PWGSC as the government's primary steward of government acquisitions providing the federal government and suppliers with a well functioning acquisition system. As such, PWGSC ensures effective management of the acquisition function by providing direction and guidance to stakeholders, overseeing the development and deployment of government-wide strategies, designing processes and tools to preserve the integrity of the acquisition system, and maintaining the system's relevance and focus on the evolving needs and resource realities of federal departments and agencies, and the capacities of supplier communities.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
42,095,420	42,053,526	39,354,466

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
366	366	366

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Alignment of federal departments and agencies' needs with capabilities of suppliers.	Percentage of PWGSC Contract Value addressed by published National Goods and Services Procurement Strategies.	25%	31/03/2016

Planning Highlights

PWGSC will:

- Further develop and maintain a strong framework in place to support accountability and integrity in procurement transactions, with strong governance, codes of conduct, fairness monitoring, audits, financial controls and internal reviews. The framework applies to all those involved in our procurement activities and to all transactions managed by the Department. It demonstrates the Department's sound stewardship of public funds and commitment to doing business with companies and individuals that respect the law, act with integrity and contribute to Canada's priorities.
- Continue developing and implementing National Goods and Services Procurement Strategies (NGSPS) by focusing on early engagement with government departments, agencies and suppliers to better understand their needs in order to develop more efficient and effective procurement solutions. These strategies are integral to the Department's commitment to helping client departments and agencies achieve efficiencies through management of government-wide operational requirements, consensus on strategic direction, and coordinated delivery and operational services.

The decrease in planned spending is mainly due to the completion of the Cost and Profit Assurance Program.

Sub-Sub-Program 1.1.3.1: Acquisition Policy and Strategic Management

This sub-sub-program identifies PWGSC as the strategic leader in understanding and interpreting the legislative and policy landscape to support the management and continuous improvement of government acquisitions; the provision of acquisition-related advice, guidance and oversight including the development and application of standards and guidelines in support of Acquisition Program objectives; and developing and implementing tools and instruments designed to improve the effective and efficient management of the acquisition system for the federal government and suppliers.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
27,039,393	27,010,275	24,311,215

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
263	263	263

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The federal government leverages tools and instruments to support simple and timely delivery of acquisition solutions for the federal government and suppliers.	Volume (#) of Government of Canada (GC) procurement transactions completed through the use of PWGSC procurement instruments.	150,000	31/03/2016

Planning Highlights

PWGSC will:

- Continue to advance the implementation of the GC Seven-Point Plan through our National Fighter Procurement Secretariat (NFPS),. The goal is to ensure that the Royal Canadian Air Force acquires the fighter aircraft it needs to carry out the roles and missions expected of it by the Government; and that Parliament and the Canadian public have confidence that the procurement process to replace the CF-18 fleet is open and transparent. The Government authorized the Minister of National Defence to extend the life of the CF-18 fleet to 2025 to ensure that Canada retains optimal fighter capability during the transition to the new fleet. The NFPS will ensure that coordination and implementation of the plan is guided by the three core principles of due diligence, third party oversight and transparency.

- Continue to enhance the Government's procurement by releasing and maintaining comprehensive policy instruments that respond to and respect the Government's strategic direction, Canada's international and domestic trade obligations, socio-economic and environmental objectives while ensuring the integrity of the procurement process. Policy instruments also support PWGSC's efforts to make the procurement function more effective, efficient and responsive to the needs of suppliers and client departments and agencies. Examples of key policy instruments include the Vendor Performance Corrective Measure Policy, the Policy on Engagement, and Pricing policies.

The decrease in planned spending is mainly due to the completion the Cost and Profit Assurance Program.

Sub-Sub-Program 1.1.3.2: Client and Supplier Engagement

This sub-sub-program identifies PWGSC as the lead in engaging federal departments and agencies, suppliers, and other stakeholders in identifying best practices in the area of procurement, and informing the design and management of effective approaches and tools.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
15,056,027	15,043,251	15,043,251

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
103	103	103

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The federal government manages an acquisition system that is responsive to the needs of clients and supplier communities.	Overall level of supplier satisfaction with Office of Small and Medium Enterprises (OSME) information sessions.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to improve service offerings and delivery channels to better meet the needs of small and medium enterprises (SMEs) and work with them to address their key challenges and constraints by reducing the barriers that prevent them from participating in federal procurement. We remain committed to giving SMEs access to compete for government business by engaging them in order to increase their participation in federal government procurement. In 2014, broad consultations were conducted with suppliers seeking their suggestions to improve the federal procurement process. PWGSC is taking action on these suggestions and will implement improvements to make it easier for SMEs to do business with the government. Other measures helping SMEs understand how the government buys goods and services include: raising awareness of opportunities; providing information services through Buyandsell.gc.ca, free seminars and webinars; and, a 1-800 InfoLine.

- Continue the emphasis on reducing barriers for suppliers to do business with the government and complement the opportunities the Build in Canada Innovation Program provides to businesses to get their innovative products and services from the laboratory to the marketplace.
- Continue to engage with client departments to support and assist them in improving their procurement processes and practices. PWGSC provides a wide range of services and tools that help to better manage departments' spend; shares procurement knowledge and best practices; identifies and implements procurement and commodity management strategies; and updates client departments on PWGSC's procurement tools and mechanisms.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.1.4: Acquisition Support and Innovation

This sub-program identifies PWGSC as the government's primary provider of common services and programs for the federal government, industry and consumers that support or leverage the acquisition function from the provision of standards development and conformity assessment services to the disposal of government goods, as well as programs that use the acquisition system to advance the government's socio-economic objectives for Canadians.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
32,997,952	42,960,057	42,957,127

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
210	210	210

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The federal government manages common services and programs throughout the acquisition lifecycle and leverages the acquisition system to address broader socio-economic objectives.	Percentage of volume of non-military procurement contracts awarded to SMEs.	70% (+/- 5%)	31/03/2016

Planning Highlights

- PWGSC has added Government of Canada Spend Data to the Open Government portal to support Canada's Action Plan on Open Government 2.0. Spend Data is a summary of procurement expenditures collected annually from 56 departments and covers about 95% of the GC procurement expenditures as published in the *Public Accounts of Canada*. This dataset will be updated throughout future releases. The Action Plan makes available information on federally funded scientific research, government spending and contracting data, and more.

- Through its participation in the Open Government Partnership, the GC is coordinating single-window access to a broad range of open contracting information from across federal departments. Several activities will be implemented, for example piloting the Open Contracting Data Standard—0.3.3 on the BuyandSell.gc.ca website for federal contracts awarded by PWGSC. By improving upon the disclosure of contracting data, the GC will strengthen the openness and transparency of its procurement processes and increase Canadians' knowledge of how their tax dollars are being spent.

The increase in planned spending is mainly due to the growth of the Build in Canada Innovation Program military component.

Sub-Sub-Program 1.1.4.1: Build in Canada Innovation Program

This sub-sub-program identifies PWGSC as the leader in using the government's acquisition system as a vehicle to support innovative Canadian businesses by providing them with opportunities to test and evaluate their pre-commercial products and services to support their entry into the marketplace.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
29,806,619	39,802,649	39,799,719

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
14	14	14

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The federal government supports the pre-commercial products and services of Canadian Enterprises.	Percentage of available budget for innovations matched and tested by government departments per round of call for proposals.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Through the Build in Canada Innovation Program (BCIP), continue to help companies bridge the pre-commercialization gap for their innovative products and services; support Canadian suppliers that have developed new and innovative products and technologies to connect with government users and to test their innovations; provide real-world evaluation of pre-commercial goods and services; and improve the efficiency and effectiveness of government operations. As of November 2014, 156 innovations have been pre-qualified, and a total of 80 contracts have been awarded to support testing of these innovations.

- Maintain the emphasis by the BCIP on helping businesses get their innovative products and services from the laboratory to the marketplace and complement the mechanisms for reducing barriers for suppliers to do business with the federal government. The program includes a military component.

The increase in planned spending is mainly due to the growth of the Build in Canada Innovation Program military component.

Sub-Sub-Program 1.1.4.2: Asset Disposal

This sub-sub-program identifies PWGSC as responsible for providing services to support the federal government to responsibly manage the disposal of surplus moveable or seized goods in a manner that is transparent, financially sustainable, and provides best value to the government.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
2,266,150	2,247,816	2,247,816

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
166	166	166

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The federal government obtains best value in disposing of surplus moveable or seized goods.	Percentage of seized property sales obtaining 90% of appraised asset value.	90%	31/03/2016
	Percentage of book value obtained on disposal of moveable capital assets.	100%	31/03/2016

Planning Highlights

PWGSC will:

- Through the GCSurplus business entity, continue to focus on providing superior, best value surplus disposal services to clients and customers while ensuring that all operations and initiatives are managed in a manner that minimizes risks, improves cost effectiveness, transparency and accountability. GCSurplus will continue the outsourcing process for its online bidding system to meet current and future client needs while taking advantage of modern technologies. As well, it will create GCTransfer, an interdepartmental transfer module to encourage reuse of assets between government departments.

- Through the Seized Property Management Directorate (SPMD), continue to provide effective and efficient property management services that are financially sustainable and offer the best value to government and stakeholders using reliable, modern and secure IT infrastructure. SPMD will ensure that asset stewardship operations minimize legal and operational risks, maximize cost effectiveness, and are transparent and accountable.

There is no significant variance in planned spending since the variance does not exceed $0.1 million.

Sub-Sub-Program 1.1.4.3: Standards Development and Certification

This sub-sub-program identifies PWGSC as responsible for providing a client-centered, comprehensive development of standards and conformity assessment services in support of the economic, regulatory, procurement, health, safety, and environmental interests of government, industry, and consumers.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
925,183	909,592	909,592

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
30	30	30

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The federal government and industry use standards development and conformity assessment services in support of their interests in the economic, regulatory, procurement, health, safety and environmental areas and use these standards and programs to support consumer confidence.	Percentage of standards reviewed on time (within a five-year cycle for National Standards of Canada).	75%	31/03/2016
	Percentage of products and services certified within specified timeframe.	85%	31/03/2016
	Level of clients satisfaction with the Canadian General Standards Board's (CGSB) registration services.	75%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to expand strategic partnerships with federal Government clients and other public-sector organizations to support dissemination of common standards and verification processes through the Canadian General Standards Board (CGSB). CGSB will review its stakeholder collaboration and engagement tools and approaches to ensure a strong Canadian voice in standardization to support and safeguard Canadian economic, health, safety, and environmental interests.

There is no significant variance in planned spending since the variance does not exceed $0.1 million.

Program 1.2: Accommodation and Real Property Services

PWGSC provides federal departments and agencies with affordable office and common use accommodation that supports the delivery of their programs and services. The Department acts as steward for various public works such as buildings, bridges and dams, and national treasures such as the Parliamentary Precinct and other heritage assets across Canada. PWGSC also provides other federal departments, agencies, and the Parliament of Canada with responsive and cost-effective real property services.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
2,175,548,102	2,175,548,102	1,982,867,539	1,965,586,565

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
3,669.68	3,693.68	3,679.18

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations have affordable accommodation and facilities that meet Government standards.	More efficient use of office space as measured by m² allocation per person.	18.4 m²/ person	31/03/2016
	Affordability of office space as measured by cost ($) per m².	$330/m²	31/03/2016
Federal organizations and the Parliament of Canada receive responsive and cost-effective real property services.	Percentage of all Real Property projects >$1 million that are on-time, on-budget, on-scope (average of on-time, on-budget and on-scope performance indicators).	90%	31/03/2016
A real property portfolio that maximizes economic benefit and minimizes short and long term liability.	Percentage of vacant marketable Crown-owned office space.	≤ 3.5%	31/03/2016
	Maintenance and recapitalization costs as a percentage of portfolio replacement cost. (Facilities Condition Index).	< 10%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to provide accommodation at the lowest possible cost for the Crown and Canadians. Monitor the vacant Crown-owned office space along with the Facility Condition Index to ensure value for money for the Crown.
- Continue to provide quality services and sound financial stewardship to ensure optimum value in the federal property portfolio.

- Continue to offer integrated real property services to 107 client departments and agencies, ensuring our services are readily available through various portals such as the PWGSC Client Service internet page.
- Strive to enhance relationships with clients and continue to cultivate a culture of service excellence.
- Continue to monitor client business volumes and, through frequent communication, look for opportunities to ensure maximum use of PWGSC common services to create wider government efficiencies.
- Respond to evolving real property needs, as PWGSC moves from delivering services to managing performance-based contracts against identified results. This transfers risk from the client to PWGSC, leveraging our negotiating and contracting expertise and allowing clients to focus on the service delivery of their programs and services to Canadians.
- Continue to work with the private sector to strengthen the process whereby PWGSC manages and evaluates our real property service delivery contracts by applying a robust oversight framework that ensures best value for Canadians.
- Continue to work with clients in applying the space standards modernization and space recapture initiatives, and providing significant opportunities to ensure the most efficient and economical use of government facilities. This supports various government priorities such as shrinking our overall footprint and maximizing technology.
- Further develop due diligence by employing a national oversight framework that oversees all custodial responsibilities.
- Improve the condition of our office portfolio and optimize the use of our approved capital budget for construction and redevelopment under the guidance of a national portfolio plan. The national portfolio plan assesses portfolio performance, challenges and opportunities and establishes priorities for investment.
- Continue to modernize the real property organization through the development, implementation and evaluation of progressive tools, strategies and processes that enhance business performance, such as the innovative sale and leaseback of seven federal office properties.
- Develop approaches for major National Capital Area (NCA) renovation projects to support the program objectives of increased environmental performance, modern workplaces, and cost effectiveness. These include the renovations of L'Esplanade Laurier and Les Terrasses de la Chaudière.
- Provide office space in the National Capital Area (NCA) to accommodate a consolidation of up to 8,500 Department of National Defence (DND) Team members to the Carling Campus from other NCA locations by March 2019. This consolidation provides of a stable, sustainable, less expensive location with a stronger security posture, and will allow DND to save roughly $750 million over 25 years.
- Continue to realize the Long Term Vision and Plan (LTVP). The goals are to address the deterioration of the Parliament Buildings and the accommodation requirements for the Senate and the House of Commons, to create a secure and welcoming environment for parliamentarians, staff, visitors and tourists.

The decrease in planned spending is mainly due to the materialization of efficiencies and the completion of projects under the Federal Contaminated Sites Action Plan, Engineering Assets and Parliament Precinct Rehabilitation initiatives.

Sub-Program 1.2.1: Federal Accommodation

This sub-program provides for the accommodation needs of federal organizations by providing and maintaining a cost effective portfolio of office facilities and common use assets and special properties (predominantly conference and training facilities). This sub-program is composed of two primary activities: the provision, on an obligatory basis, of general-purpose accommodation and common use space to support the delivery of government programs; and optimization of real property investments in direct support of the provision of accommodation.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
1,496,395,182	1,413,429,490	1,419,328,238

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
1,175.51	1,175.51	1,175.51

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
A portfolio of federal accommodation assets that maximize economic benefit.	Percentage return on investment (ROI) for Crown-owned office assets.	> 4%	31/03/2016
	Percentage of recapitalization budget spent.	82%	31/03/2016
	Minimize growth of Operation and Maintenance Cost per m².	<= 7% of previous year	31/03/2016
Federal organizations receive affordable solutions for their accommodation requirements.	Affordability as measured by cost ($) per person.	$6,156.43/ person	31/03/2016

Planning Highlights

PWGSC will:

- Provide sound stewardship of our accommodation infrastructure by maintaining a solid return on investment for Crown-owned office assets, maximizing the use of our recapitalization budget and minimizing the growth of Operation and Maintenance (O&M) costs where possible. This portfolio target is based on historical trends and inflation projections and is complemented by benchmarking analysis against other Canadian public and private-sector organizations.
- Improve the condition of our office portfolio and optimize the use of our approved capital budget for construction and redevelopment under the guidance of a national portfolio plan.

- Renew the government's physical workplace, systems and processes, and the way we work. In terms of our portfolio, this will result in properties that are more sustainable, environmentally friendly, and economical. Promote the Workplace 2.0 objective to create new, innovative and supportive work environments that adapt our current workspace to the way we now need to work. The standard also contributes to a more affordable and greener public service by lowering operating costs through a smaller footprint and energy savings.
- Research innovative ways to lower our portfolio operating costs as well as contribute to the reduction of Greenhouse Gas (GHG) emissions, such as the energy efficiency pilot project completed in the Quebec Region. This will build from the alternative approach which was developed by the Western Region through a supply agreement on energy use resulting in approximately $35 million in savings since the beginning of the agreement in 2007.

The decrease in planned spending is mainly due to the materialization of efficiencies related to saving measures announced in Budget 2012. For example, the optimization of space requirements and consolidation of leased accommodations for the federal government.

Sub-Program 1.2.2: Federal Holdings

This sub-program includes a diverse portfolio of federal facilities and activities under the purview of the Minister of PWGS that are grouped for reporting purposes: the stewardship and management of major engineering assets and wharves, as well as the development of strategies for their divestiture; the administration, capital management and leasing services for residential housing units in the Northwest Territories and Nunavut to support the delivery of federal government programs; appraisals for all acquisitions, dispositions and transfers of real estate, as well as the maintenance of related guidelines and policies; and the authoritative interpretation of expropriation legislation and regulations, and the implementation of the expropriation process on behalf of the federal government.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
153,914,957	95,880,785	76,911,785

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
60.38	60.38	60.38

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
A portfolio of federal holdings assets (marine structures, and land transportation) that minimize short and long-term liability.	Decrease in number of assets rated as high risk.	Decrease by 1	31/03/2016
	Percentage of bridges with structural condition rated "4" or better (fair to excellent) based on standard 1 to 6 scale.	80%	31/03/2016
	Percentage of dams meeting stability requirements based on standard criteria.	100%	31/03/2016

Planning Highlights

PWGSC will:

- Ensure sound stewardship and management of federal holdings assets through the ongoing delivery of major capital reinvestment in seven of our major bridges, dams and transportation assets either through replacement or rehabilitation. This five-year rehabilitation program, which commenced in 2012, will invest $320.2 million worth of repairs and renovations all across Canada.
- Seek divestiture or partnership alternatives for other assets in order to address the liabilities of this portfolio.
- Continue to provide high level service to Cabinet Ministers, their guests and staff as well as service to Canadians by offering secure accommodation and administrative support as they conduct their Government of Canada business outside the National Capital Area, while seeking opportunities on an on-going basis to streamline expenditures and administration.

The decrease in planned spending is mainly due to the completion of Phase II, as expected, of the Federal Contaminated Sites Action Plan and Engineering Assets projects such as dam complexes, bridge crossings and wharves.

Sub-Program 1.2.3: Real Property Services

This sub-program provides real property services, on a fee for service basis, to the Federal Accommodation, Federal Holdings and Parliamentary Precinct programs of PWGSC, as well as to other departments.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
4,800,000	2,600,000	2,600,000

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
2,318	2,343	2,332

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations receive responsive and cost-effective real property services.	Percentage of all Real Property projects > $1 million that are on-time.	90%	31/03/2016
	Percentage of all Real Property projects > $1 million that are on-budget.	90%	31/03/2016
	Percentage of all Real Property projects > $1 million that are on-scope.	90%	31/03/2016
	Dollars spent in the private sector for each dollar that we spend internally on billable labour/ Increased Private Sector Leverage (Blend).	≥ $12	31/03/2016

Planning Highlights

PWGSC will:

- Further strengthen our position as the real estate centre of expertise and deliver our projects on-time, on-budget, and on-scope to meet clients' needs and increase satisfaction.
- Leverage client departments' business intelligence by working with them to build trusted business partnerships/relationships. Continue to develop robust client service standards to further our commitment to service excellence within our Client Service Strategy and build on our high rate of success.
- Implement our Real Property Oversight Framework which is based on performance results to ensure compliance and drive continuous improvements and efficiencies to policies, programs, and services to Canadians, therefore providing consistency across the nation and accurate and timely information.
- Continue to leverage the private sector and evolve as a modern corporate real estate organization, moving from delivering services to managing performance-based contracts for identified results. Due diligence will remain a top priority, as a Contract Oversight Framework is implemented across the organization to ensure heightened due diligence in its real property service delivery contracts.
- Continue leveraging the private sector to achieve client objectives in remediation of federally-held contaminated sites. PWGSC as a Common Service Provider is instrumental in the delivery of the Federal Contaminated Sites Action Plan which currently has a total program value of $4.2 billion over 15 years and involves private sector leveraging of 90%.

The decrease in planned spending is mainly due the implementation of better practices designed to optimize working hours across Real Property's activities.

Sub-Program 1.2.4: Payments in Lieu of Taxes

This sub-program administers the Payments in Lieu of Taxes program on behalf of the Government of Canada by issuing payments to taxing authorities under the authority of the Payments in Lieu of Taxes Act. Local taxing authorities benefit through receipt of payments, which compensate them for the services they provide to federal property located in their jurisdictions.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
5,635,730	5,629,730	5,629,730

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
52.29	52.29	52.29

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Local taxing authorities receive fair, equitable, and predictable payments on behalf of the Government of Canada, as contribution to the cost of local government.	Percentage of properties where taxing authorities have accepted their Payment in Lieu of Taxes and have not requested a review.	99%	31/03/2016
	Percentage of tax year Payment in Lieu of Taxes payments that have been finalized by March 31.	90%	31/03/2016

Planning Highlights

PWGSC will:

- Introduce a corporate real estate model within the Payment in Lieu of Taxes (PILT) program which reflects a modern program management and portfolio management approach.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.2.5: Parliamentary Precinct

This sub-program provides essential office and special use accommodations space that supports the delivery of the programs and services to the Parliament of Canada. The accommodations space is defined as the buildings occupied in majority by the Senate, the House of Commons and the Library of Parliament, and the related premises and grounds, as well as required leases, and including swing space and rehabilitated buildings under the Long Term Vision and Plan (LTVP) necessary to support their work (constituency offices are excluded).

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	**2016–17**	**2017–18**
475,725,572	430,878,893	423,838,171

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
45	45	45

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Rehabilitation and reconstruction projects preserve the cultural and physical heritage of the Parliamentary Precinct.	Percentage of Major Capital Projects > $1 million that are on-time.	90%	31/03/2016
	Percentage of Major Capital Projects > $1 million that are on-scope.	90%	31/03/2016
	Percentage of Major Capital Projects > $1 million that are on-budget.	90%	31/03/2016
Parliamentarians are equipped to conduct Parliamentary operations 24 hours of the day.	Number of hours per annum that essential property management services are not provided for the ongoing operation of Parliament.	No more than 48 hours per annum.	31/03/2016

Planning Highlights

PWGSC will:

- Continue to establish itself as an internationally renowned expert in the rehabilitation of key historical real property, through its work on major buildings such as West Block, Wellington Building, Visitor Welcome Centre—Phase 1, East Block and the Government Conference Centre. Parliamentary business operations will continue uninterrupted.
- Maximize the contribution of the Long Term Vision and Plan (LTVP) Program Management Office, which was recently established as a centralized coordinating organization that serves as an integral part of the LTVP governance, oversight and management framework, to integrate LTVP reporting and develop life cycle asset management.
- Carry out work on key buildings in the Parliamentary Precinct (For more details see Building The Hill website[xiii]):
    - **West Block Rehabilitation**—Construction of the courtyard infill and north court structures will continue to advance. Work on masonry and roof rehabilitation will approach completion. This project, which is scheduled to be completed in 2017, is expected to be approximately 72% complete by March 31, 2016.
    - **Visitor Welcome Centre—Phase 1**—Design and excavation activities will be completed in 2015. In early 2016, the construction of the facility will commence. This project, which is scheduled to be completed in 2017, is expected to be approximately 54% complete by March 31, 2016.
    - **Wellington Building Rehabilitation**—In the spring of 2015, the fit-up and installation of the building components and connectivity will be complete. This project, which is scheduled to be completed in 2016, is expected to be approximately 92% complete by March 31, 2016.
    - **Government Conference Centre**—The base building and fit-up design, along with the abatement and demolition, will be complete. This project, which is scheduled to be completed in 2018, is expected to be approximately 28% complete by March 31, 2016.
    - **East Block 1867 Wing Exterior Rehabilitation**—The design and construction planning will continue to progress. This project, which is scheduled to be completed in 2022, is expected to be approximately 15% complete by March 31, 2016.
    - **Centre Block, Pre-Design Planning**—The project requirements will be defined further, supporting studies will be completed and, as part of the Smart Procurement Process, industry will be consulted to ensure the scope of the work incorporates best practices.
    - **Confederation Building, Recapitalization**—Windows stabilization and electrical distribution upgrades will be complete by March 2016.
    - **Parliamentary Grounds, Recapitalization**—The West Slope Infrastructure project will be completed in the summer of 2015. The construction contract for Phase 3 of the North Perimeter Wall will be awarded in 2015, and construction is expected to be completed in the fall of 2016.

The decrease in planned spending is mainly due the completion of the Wellington Building restoration and the Visitors' Welcome Centre design and excavation activities.

Sub-Program 1.2.6: Cape Breton Operations

This sub-program identifies PWGSC as responsible for Cape Breton Operations which includes the overall management of the residual obligations of the former Cape Breton Development Corporation (CBDC), as well as the real property portfolio of the former Enterprise Cape Breton Corporation (ECBC). The residual obligations include the management of post-employment benefits for former CBDC employees including miners, as well as obligations relating to the monitoring and oversight of environmentally impacted land holdings and mine water management. Also included in this sub-program are land management activities on properties transferred from ECBC, with activities such as the administration and management of real estate, and the development of strategies for divestiture.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	**2016–17**	**2017–18**
39,076,661	34,448,641	37,278,641

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
18.5	17.5	14

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Sound administration of the post-employment benefits programs provided to former employees of the Cape Breton Development Corporation.	Percentage of benefit payments delivered within established timeframes.	100%	31/03/2016
Over the long-term a portfolio of federal properties that minimizes short and long term financial and environmental liabilities.	Percentage of completion of initial analysis of the entire portfolio of properties transferred.	75%	31/03/2016

Planning Highlights

In Budget 2014, the Government of Canada announced that the Enterprise Cape Breton Corporation would be dissolved, and that its responsibilities would be divided between the Atlantic Canada Opportunities Agency and PWGSC. The real property holdings, environmental remediation of former mine sites and human resource legacy obligations of the former Cape Breton Development Corporation are now integrated into PWGSC's portfolio of assets and responsibilities.

PWGSC will:

- Fully integrate the three transferred ECBC business lines into PWGSC regional and departmental governance by 2016–17.
- Apply sound management principles for the ongoing administration and maintenance of a complex and diverse 4,900 hectare portfolio, including responsible divestiture planning that addresses due diligence obligations of Aboriginal and community consultation and environmental assessments, and mitigates liabilities.
- Provide sound stewardship of human resources legacy obligations in the range of $30 million (2014–15) and a long-term liability balance at March 31, 2014 of $239.75 million, including responsibility for administration of post-employment benefits and legacy programs for former miners, specifically the Early Retirement Incentive program, the post–employment benefits, and Coal Subsidization Program.
- Leverage the Department's expertise in contaminated site remediation, and provide sound stewardship of approximately $10 million (2014–15) in environmental legacy obligations with a long-term liability estimate of $179 million until 2054, including environmental liabilities such as mine water and mine rock treatment, remediated site monitoring, and subsidence management.

The decrease in planned spending in 2015–16 is mainly due to the substantial completion of the remediation of former mining sites. The increase in planned spending starting in 2017–18 is mainly due to the potential for deterioration of mine water quality which would trigger the need to move from passive to active treatment. This situation is monitored as part of the on-going mine-water treatment program.

Program 1.3: Receiver General for Canada

This program manages the operations of the federal treasury, produces the Public Accounts, and maintains the Accounts of Canada. It provides federal departments with an optional departmental financial and materiel management system offering and bill payment services.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
99,157,873	99,157,873	99,064,558	99,053,462

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
356	354	349

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Timely and efficient issuance of all government payments, provision of deposit detail reports, and central accounting reports.	Percentage of payments issued through direct deposit.	90%	31/03/2016
	Public Accounts of Canada posted on the web within 24 hours of tabling in the House of Commons.	100%	31/12/2015
	Average unit cost per payment.	$0.33	31/03/2016
	Percentage of Receiver General payments issued within established timeframes.	99.99%	31/03/2016

Planning Highlights

PWGSC will:

- Carry out mission critical functions by: managing the operations of the federal treasury through the issuance and settlement of more than 315 million federal and provincial payments annually, and the collection of revenues for all government departments, amounting to over $2.3 trillion in cash flow; maintaining the Accounts of Canada; producing the government's Monthly Statements of Financial Operations and the annual Public Accounts of Canada; and enhancing the systems that support these functions in order to respond to the changing business environment.

- Continue to review service delivery and supporting systems with the aim of delivering modern, best-in-class Receiver General treasury services to clients, while providing sound treasury stewardship for the government. The Department will continue to identify opportunities to improve its functions, processes and systems to better serve Canadians, businesses and federal departments. These opportunities include working with the Canadian Payment Association and financial institutions on business requirements for faster payments and enhanced payment remittance information; increasing direct deposit rates by facilitating enrolment for Canadians; expanding data available through the Open Data Portal; and the implementation of a new solution for central reporting and of a new modern application for the publication of the Public Accounts of Canada.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.3.1: Stewardship of Consolidated Revenue Fund and Accounts of Canada

This sub-program safeguards the integrity of the Consolidated Revenue Fund and the Accounts of Canada on behalf of Canadians (receipt, transfer, holding and disbursement of public money, and the redemption and settlement of all payments, production of Public Accounts and monthly statements of financial operations), and develops and maintains Receiver General treasury, accounting and reporting systems.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
98,069,531	97,976,538	97,964,289

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
343	340	339

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The integrity of the Consolidated Revenue Fund and the Accounts of Canada is preserved on behalf of Canadians.	Number of Public Accounts audit issues raised by the Office of the Auditor General relating to the Receiver General's Consolidated Revenue Fund and the Accounts of Canada functions.	0	31/03/2016
	Percentage of daily settlement instructions sent, according to schedule, to the Bank of Canada for all outflows from the Consolidated Revenue Fund.	95%	31/03/2016
	Percentage of deposits to the Consolidated Revenue Fund reconciled within 2 business days.	95%	31/03/2016

Planning Highlights

PWGSC will:

- In compliance with the Receiver General's mandate, produce the government-wide Chart of Accounts and the government's Monthly Statements of Financial Operations, by working with departments and central agencies and maintaining thorough knowledge of financial accounting concepts and practices.
- Prepare and publish the Public Accounts of Canada, which include the audited consolidated financial statements of the Government of Canada, as per the Receiver General's mandate. These statements are prepared in compliance with sound business reporting practices, policies, regulations, and procedures.
- Maintain its focus on the Receiver General Modernization Initiative which aims to review treasury and accounting delivery and supporting information technology (IT) systems in order to maintain the integrity and sustainability of critical government-wide treasury and accounting functions and enhance accessibility to government-wide accounting information. PWGSC will consult with clients and stakeholders to learn from best practices and innovations in treasury, accounting and reporting in Canada and internationally, and will identify opportunities for implementing service and process improvements that align with the Government of Canada's direction.
- In support of the government's phasing out of cheques in favour of direct deposit, the Receiver General will continue to engage federal departments, financial institutions and associations through both promotional and enrolment activities.
- Continue to build on its commitment from previous years to advance, through its foreign service provider, the expansion of international direct deposit capabilities to 70 countries by March 2016.

There is no significant variance in planned spending since the variance does not exceed $0.1 million.

Sub-Program 1.3.2: Receiver General Services

This sub-program provides optional bill payment services for departments and agencies, and maintains operations for an optional departmental financial and materiel management system offering.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
1,088,342	1,088,020	1,089,173

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
13	14	10

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Timely and reliable optional services related to bill payments and a departmental financial and materiel management system offering.	Percentage of time bill payment services delivered within established timeframes.	98%	31/03/2016
	Percentage of time Common Departmental Financial and Materiel Management System services provided as per client agreements.	100%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to provide access to optional services related to image-based bill payments and a departmental financial management system offering.

There is no significant variance as the planned spending remains relatively stable.

Program 1.4: Integrity Programs and Services

This program provides the Government of Canada with high quality, timely and accessible specialized services and programs in support of sound, prudent and ethical management and operations.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
15,505,622	15,505,622	15,481,155	15,481,155

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
368	368	368

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
High quality integrity programs and services that ensure government operations are carried out securely and with probity and integrity.	Percentage of verification checks completed within two hours.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Implement its modernization measures for Contract Security and Controlled Goods Programs. This will include performing a business process review to streamline processes and stabilize legacy information technology systems. These measures will result in improved service levels.
- Through the Forensic Accounting Management Group, promote its expertise across the Government of Canada, resulting in improved efficiency.
- Continue to enhance the Integrity Framework and encourage its use in other government departments to ensure greater consistency in the treatment of suppliers. This will result in improved service levels.
- Continue to monitor the effectiveness and efficiency in delivering Fairness Monitoring to ensure that procurement activities are conducted in a fair, open and transparent manner.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.4.1: Contract Security

This sub-program contributes to the government's national security agenda and safeguards Canadian and foreign governments' sensitive information and assets entrusted to private-sector companies or individuals when under government contract. In this context, it is responsible for evaluating and granting security clearance requests from industry. The program negotiates, concludes and administers international industrial arrangements between foreign governments and PWGSC to open new markets to Canadian industries in the domain of classified information and assets.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	**2016–17**	**2017–18**
8,572,463	8,546,527	8,546,527

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
234	234	234

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Classified/protected Government of Canada information and assets are safeguarded.	Percentage of responses to Personnel Security Clearance request completed within 75 business days.	80%	31/03/2016
	Percentage of simple reliability screenings processed within 7 business days.	85%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to modernize and transform the Contract Security Program operations by performing a business process review, eliminating nonstandard processes, and stabilizing legacy information technology systems. In doing so, it is anticipated that service levels will improve.
- Support the Client Service Strategy by expanding on opportunities to reduce errors made by clients when completing forms, thus improving personnel security screening processing times. This will include expanding training activities to our various clients, making use of automated training tools, and pursuing outreach partnerships with lead security agencies.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.4.2: Controlled Goods

This sub-program, through the registration and inspection of private-sector individuals and companies possessing, examining or transferring controlled goods, mitigates the risk of proliferation of tactical and strategic assets, helps strengthen Canada's defence trade controls, and supports Canada's domestic and international security interests.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
3,569,039	3,563,303	3,563,303

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
51	51	51

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Controlled goods are safeguarded while in the custody of private-sector companies and protected against unauthorized access.	Percentage of registration certificates issued within 32 business days.	80%	31/03/2016
	Percentage of security assessments conducted within 32 business days.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to streamline procedures to improve performance relative to service standards and reduce client administrative burden.
- Complete implementation of the Enhanced Security Strategy, including changes to the Controlled Goods Regulations.
- Finalize the implementation of a new IT system for the Controlled Goods Program to support program changes, improve service delivery, and ease client administrative burden.
- Finalize a sustainable, long-term program funding strategy.
- Improve the efficacy of the Controlled Goods Program by developing stronger partnerships with security and intelligence partners, enhanced assessments with an increased focus on high-risk activities, and specialized training for Program staff.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.4.3: Forensic Accounting Services

This sub-program provides forensic accounting services to national and international governments, law enforcement agencies and prosecution services on criminal investigations in areas such as white collar crime, proceeds of crime, commercial crime, money laundering, securities market fraud, organized crime, illicit drugs, and terrorist activities. The sub-program supports police investigations and prosecutions by providing specialized advice, detailed forensic accounting reports, and expert witnesses testimony on the financial aspects of criminal investigations. The sub-program's goal is to serve the Canadian Criminal Justice system by identifying, analyzing, and explaining complex financial and accounting elements of criminal activities in an objective, independent and non-technical manner, thus helping judges and juries make informed decisions.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
2,666,129	2,674,380	2,674,380

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
51	51	51

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Quality and timely forensic accounting expertise, expert witness and advisory services are made available to internal and external public clients, and other levels of government and foreign governments.	Percentage of clients satisfied with services.	85%	31/03/2016

Planning Highlights

PWGSC will:

- Through the Forensic Accounting Management Group, continue to provide forensic accounting services for criminal investigations to national, provincial, and municipal law enforcement organizations and other government departments and agencies.
- Promote the expertise of the Forensic Accounting Management Group throughout government.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.4.4: Operational Integrity Services

This sub-program provides management, client departments, government suppliers, Parliament and Canadians with independent assurance that PWGSC's activities are conducted with prudence, probity and integrity.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
697,991	696,945	696,945

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
32	32	32

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Quality and timely services that provide assurances that PWGSC's activities are conducted with prudence, probity and integrity.	Percentage of clients satisfied with services provided by Fairness Monitoring Directorate.	85%	31/03/2016
	Percentage of responses to initial client requests for Fairness Monitoring services within two business days.	85%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to consult with other government departments regarding enhancements to the Integrity Framework and encourage them to adopt it.
- Continue to enhance the Integrity Framework database to allow for procurement/leasing officers to conduct their integrity checks online.
- Continue to monitor performance, and ensure effectiveness and efficiency in delivering Fairness Monitoring through the launch of a renewed approach for supply process.
- Support the Client Service Strategy by implementing a client satisfaction survey to monitor the quality of service delivery for Fairness Monitoring, and identify opportunities for improvement.

There is no significant variance as the planned spending remains relatively stable.

Program 1.5: Federal Pay and Pension Administration

This program provides reliable central systems and processes for pay and pension administration to other federal organizations. Through our pay and pension services, PWGSC ensures that federal government employees and pensioners are paid accurately and on time.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
114,163,435	114,163,435	78,422,374	80,949,818

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
1,861	1,634	1,592

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Employees and retirees are paid accurately and on time through reliable and efficient central systems and processes.	Timely and accurate processing of government payroll as per schedule.	100%	31/03/2016
	Timely and accurate processing of pension payments as per schedule.	100%	31/03/2016
	PWGSC cost per account to administer pay systems and associated processes for all Government of Canada employees.	$115	31/03/2016
	Government of Canada-wide cost per account to administer pension.	$174	31/03/2016

Planning Highlights

PWGSC will:

- Ensure that new legislation, policies and collective bargaining agreements affecting employees continue to be implemented within the required timeframes, and that employees and retirees are paid accurately and on time, through reliable and efficient central systems and processes.
- Continue to implement the transformation initiatives currently underway, which will modernize systems, improve processes, increase self-service capabilities and provide sustainable, quality pay and pension services to clients. These initiatives are aligned with the Department's commitment to renew service offerings as part of the Client Service Strategy and with new government policy directions.

The decrease in planned spending is due to the completion of the Transformation of Pay Administration Initiative and the project to transfer the Canadian Armed Forces pension plan administration to PWGSC. Efficiencies planned for 2016–17 resulting from the Transformation of Pay Administration Initiative will be reflected in the next planning cycle.

Sub-Program 1.5.1: Pay

This sub-program administers the pay and benefits processes for the Public Service of Canada and other organizations, in accordance with collective agreements, compensation policies and memoranda of understanding. Pay and benefits administration includes the development and delivery of services, processes and systems, and the provision of information, training and advice to compensation advisors in departments. For most departments using the government accredited human resources system (PeopleSoft), PWGSC also provides all compensation services.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
103,520,540	68,578,874	71,644,590

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
933	772	770

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Transactions are processed in the pay system and payments are issued on time.	Percentage of public service pay adjustments processed by the Pay Offices within established timeframes.	95%	31/03/2016
	Percentage of public service pay transactions processed by the Pay Centre within established timeframes.	95%	31/03/2016

Planning Highlights

PWGSC will:

- Complete the Pay Modernization Project, which is part of the Transformation of Pay Administration Initiative, by implementing Phoenix, the new Government of Canada pay solution. All remaining phases of the project will be completed, including testing, data conversion, training, ensuring departments' readiness for each of the three rollouts (scheduled for July, October and December of 2015), and completing project close-out activities to review, measure and monitor outcomes.
- Complete the Consolidation of Pay Services Project, which is part of the Transformation of Pay Administration Initiative. All remaining phases of the project will be completed, including transferring the remaining pay accounts from departments, completing the Professional Development Program, finalizing an assessment of the feasibility of consolidating pay services from organizations that are not using PeopleSoft Human Resource Management System, and completing project close-out activities.
- Continue to engage with PWGSC's Real Property Branch in the processes required for the construction of the end-state building for the Public Service Pay Centre in Miramichi, New Brunswick. The building, which will house the full complement of employees, will be ready for occupancy in 2018.

- Offer expanded self-service options to employees and identify opportunities to further reduce paper consumption for pay products to support the greening of government operations and the enhancement of PWGSC's service offerings.

The decrease in planned spending in 2016–17 is due to the completion of the Transformation of Pay Administration Initiative, consisting of the Pay Modernization Project and the Consolidation of Pay Services Project. In 2017–18, there is an increase due to the costs related to preparing the building for the Public Service Pay Centre in Miramichi, N.B. for occupancy. Efficiencies planned for 2016–17 resulting from the Transformation of Pay Administration Initiative will be reflected in the next planning cycle.

Sub-Program 1.5.2: Pension

This sub-program administers pension plans and benefits for the Government of Canada. Pension administration includes the development and delivery of services, processes and systems, and the provision of information and advice to, and liaison with, employees and pensioners. This permits PWGSC to administer pensions in accordance with applicable legislation and policies.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
10,642,895	9,843,500	9,305,228

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
928	862	822

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Transactions are processed in the pension system and payments are issued on time.	Percentage of pension transactions and payments processed within established timeframes.	95%	31/03//2016

Planning Highlights

PWGSC will:

- Continue the migration of the Canadian Armed Forces pension plan administration to the new pension infrastructure implemented by the Transformation of Pension Administration Initiative. The complexities of the Reserve Forces pension plan necessitated a shift in the original schedule during 2014–15. As a result, in 2015–16, the project will continue the development and testing for the first release, which will involve transferring the administration of active plan member accounts to the Government of Canada Pension Centre. Activities to establish a pension centre satellite office operated by PWGSC in the National Capital Area will also take place. In addition, design activities will be completed and development and testing will commence for the second and final release, which will transfer the administration of retired plan member accounts.
- Offer expanded self-service options to employees and retirees and identify opportunities to further reduce paper consumption for pension products to support the greening of government operations and the enhancement of PWGSC's service offerings.

The decrease in planned spending is mainly due to the migration of the Canadian Armed Forces pension plan administration to PWGSC.

Program 1.6: Linguistic Management and Services

This program defines the Translation Bureau of PWGSC as a key component of the federal government's service delivery infrastructure. The Bureau is the sole internal linguistic services provider, and offers translation, revision, interpretation and other linguistic services for Parliament, the judiciary, and federal departments and agencies. It is also the terminology authority within the federal government and has been mandated to develop terminology standards to ensure clear, uniform and quality communications within government. The Linguistic Management and Services program is mandated under the *Translation Bureau Act*.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
60,913,368	60,913,368	60,963,502	60,925,759

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
1,165	1,088	1,021

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Government of Canada is able to operate in both official languages and to communicate with Canadians in the official language of their choice.	Percentage of documents translated and revised for Parliament within the agreed-upon deadlines.	95%	31/03/2016
	Percentage of clients satisfied with services provided by the Translation Bureau.	85%	31/03/2016
	Cost per word for linguistic services.	$0.40	31/03/2016

Planning Highlights

PWGSC will:

- Continue to ensure Canadians have access to quality communications in both official languages from the Government of Canada, particularly in an era of instant communications, where social media is at the front and center of the different types of communication with the Canadian population, with strong emphasis on cost and effectiveness.
- Provide high quality and exemplary translation and interpretation services to Parliament and to federal departments and agencies on a 24 hours a day, 7 days a week basis.
- Carry out a fully managed linguistic service pilot project with client departments in order to enhance the client experience when doing business with the Translation Bureau, and to allow federal departments and agencies to focus on their core mandates.

- Optimize the use of linguistic technologies under an open data platform; ensure access and availability to all departments and agencies, timely delivery of quality translation service, and consistent use of terminology across the Government of Canada.
- Continue to implement the Translation Bureau's Transformation Initiative in order to modernize its operations, make it a leading service organization, and ensure its financial viability by reducing prices to better align with the private sector.
- Reinforce its partnership with the private sector with regards to the delivery of translation services, which will support job creation in Canada's language industry.
- Maintain and build market share and implement a marketing strategy to ensure customer loyalty and generate new business opportunities.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.6.1: Terminology Standardization Program

As the federal government's terminology standardization and linguistic authority, the Translation Bureau is mandated with the development, standardization and distribution of terminology in the public service. In this capacity, this sub-program aims to ensure the establishment of terminology and language standards to promote consistency and quality in the government's communication with Canadians and to optimally manage the government's terminology expertise; strengthen the government's role in the language field on the national and international scenes; and showcase Canada's collective wealth of linguistic and terminological knowledge.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
8,829,528	8,710,615	8,686,497

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
77	76	76

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
A standardized terminology generally accepted by subject experts is made available to federal institutions and to the Government of Canada and Canadians.	Number of TERMIUM® transactions (records created, corrected or deactivated).	50,000	31/03/2016
	Percentage of 1 business day deadlines met to respond to terminology queries and requests received by the Terminology Service (commonly called SVP).	95%	31/03/2016
	Number of published linguistic recommendations and reminders.	10	31/03/2016
	Number of terminology searches in TERMIUM.	70 million	31/03/2016

Planning Highlights

PWGSC will:

- Continue to ensure that both Government of Canada employees and Canadians at large have access to quality linguistic tools to help them communicate in both official languages and improve comprehension and the ability to write and speak.
- Continue to improve the Language Portal of Canada as well as the online tools that are available to Government of Canada employees and Canadians, and organize language-related activities to celebrate the 150 years of the Canadian Confederation.
- Continue to add to and update TERMIUM Plus®—the Government of Canada's terminology and linguistic data bank—and make this data bank more user-friendly for Canadians.
- Promote *ourlanguages.gc.ca on the go!*, the Government of Canada's first mobile language application, which allows Canadians to access quality terminology using mobile technology.
- Maintain working relationships with government departments to produce lexicons and other official linguistic tools that will be available on the Web, in order to set linguistic standards for the Government of Canada.
- Examine its terminology activities, as mandated in the *Translation Bureau Act*, to ensure that they respond to the needs of the Government of Canada and Canadians.

There is no significant variance in planned spending since the variance does not exceed $0.1 million.

Sub-Program 1.6.2: Translation and Other Linguistic Services

This sub-program aims to offer a full, integrated range of language solutions in both official languages, in Canada's Aboriginal languages, and in over 100 foreign languages. It ensures an effective and efficient provision of quality translation, revision, editing and language advice services at a reasonable cost to the judiciary and federal departments and agencies on a cost recovery basis.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	**2016–17**	**2017–18**
6,310,799	6,536,356	6,496,833

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
794	720	656

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Departments and agencies benefit in a timely manner from quality linguistic services provided in a closed-security environment to support the requirements of government and Canada's economic and social agenda.	Percentage of clients satisfied with translation services.	85%	31/03/2016
	Percentage of agreed-upon deadlines met for translation services delivered to federal organizations.	95%	31/03/2016
	Percentage of clients with a master agreement.	90%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to provide round the clock translation services for federal departments and agencies, in order to help the government communicate with the Canadian public on a daily basis. The Department will manage the translation of over 300 million words on behalf of departments and agencies.
- Continue, through the Client Working Group on Linguistic Services, to provide a forum for consultations, sharing best practices in managing the linguistic program within the Government of Canada, and making recommendations on strategic priorities, client satisfaction, service delivery processes, and other common service issues.
- Continue to work with Shared Services Canada to plan the installation, on all its employees' workstations, of the techno-linguistic tools that will benefit the entire public service.
- Implement its strategy to reduce translation prices for the Department's clients through cost-containment measures and a greater partnership with the private sector in the delivery of translation services, which will support job creation in Canada's language industry.
- Carry out a fully managed linguistic service pilot project with client departments in order to enhance the client experience when doing business with the Translation Bureau, and to allow federal departments and agencies to focus on their core mandates.
- Return efficiency gains to client departments through a price reduction and a decrease in planned spending.

There is no significant variance in planned spending since the variance does not exceed $0.5 million (or 1%).

Sub-Program 1.6.3: Translation and Interpretation to Parliament

This sub-program aims to ensure the provision of timely translation, interpretation and other linguistic services to Parliament. This enables Parliament to function in both official languages and any other languages required. More precisely, the Bureau translates and reviews documents from the House of Commons, the Senate, Senate and House of Commons committees, Members' of Parliament (MPs) and Senators' offices, administrative services of both Houses, the Library of Parliament, the Office of the Conflict of Interest and Ethics Officer, and the Office of the Senate Ethics Officer. It also provides official languages interpretation for the debates in the House of

Commons, the Senate, Cabinet and their committees, press conferences, and the proceedings of parliamentary associations. Furthermore, interpreters regularly accompany Senators and MPs who belong to parliamentary committees when they travel in Canada and abroad.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
31,714,987	31,689,611	31,689,611

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
246	245	244

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Parliament is able to ensure equality of status for both official languages by obtaining quality and timely linguistic services.	Percentage of documents translated and revised for the Parliament within the agreed-upon deadlines.	95%	31/03/2016
	Percentage of events for which interpretation services are provided to Parliament.	95%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to provide timely and high quality translation and interpretation services to Parliament and enhance its capacity to meet the Parliament's needs.
- Adapt its services and systems based on directions provided by Parliament with respect to IM/IT. This will ensure the level of service required by parliamentarians, and will support Parliament's ability to communicate with Canadians in the official language of their choice.
- Offer translation services to 30 additional Members of Parliament following the revision of the *Canada Elections Act*.
- Engage in a significant review of its processes in order to implement a business-friendly corporate culture while meeting its financial commitment.
- Examine ways to offer remote interpretation services to reduce costs and the travel burden on interpreters.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.6.4: Conference Interpretation

This sub-program aims to ensure the provision of conference interpretation services in both official languages, in Canada's Aboriginal languages, in foreign languages, and in visual languages to all federal government departments and agencies. Conference interpreters provide interpretation services at events such as international summits, bilateral or multilateral discussions between heads of state/government, and intra- or inter-departmental conferences and meetings between federal ministers and their provincial or territorial counterparts.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
14,058,054	14,026,920	14,052,818

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
48	47	45

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
The Government of Canada benefits from quality and timely interpretation services.	Percentage of events for which interpretation services are provided.	95%	31/03/2016
	Percentage of clients satisfied with conference interpretation services.	85%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to provide high quality interpretation services and to enhance its ability to meet the needs of federal departments and agencies in a timely manner so that they can fulfill their mandate and serve Canadians.
- Increase conference interpretation capacity in some rare language combinations by working with other countries and organizations, and continue efforts to ensure sufficient capacity for future needs.
- Continue to provide visual interpretation services to Canadians who are deaf or hard of hearing.
- Optimize management systems to streamline the reporting processes and improve accountability.
- Focus on technology to reduce travel costs, particularly by increasing the use of video conferencing systems for visual interpretation and/or conference interpretation.

There is no significant variance as the planned spending remains relatively stable.

Program 1.7: Specialized Programs and Services

This program provides federal organizations with high quality, timely and accessible specialized services and programs.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
29,617,191	29,617,191	24,607,548	24,629,169

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
455	461	465

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations have access to quality services to improve the management, delivery and safeguard of selected government operations and/or assets while minimizing their impact on the environment.	Percentage of clients satisfied with quality of services.	85%	31/03/2016
	Percentage of sub-programs and services that meet their expected results including service levels or published standards.	100%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to support partner departments to reduce the environmental footprint of federal government operations.
- Develop and implement service renewal initiatives as part of the Client Service Strategy.
- Implement electronic revision of texts for publication in *The Canada Gazette*.
- Through the provision of Document Imaging Services, continue to support client departments and agencies in modernizing their data collection processes.
- Continue work to transition to the next generation of the GC "end-to-end" travel solution aimed at delivering value to the Government.
- Conduct an annual assessment of client departments' satisfaction with services provided in our effort to maintain or increase client satisfaction.
- Evolve the Government-wide HR system My GC HR to ensure it is reliable and that it meets the needs of users.

The decrease in planned spending is mainly due to the completion of a pilot project viability assessment, to improve the procurement of internet publishing on behalf of federal organizations (Whole-of-Government Web Buy Initiative).

Sub-Program 1.7.1: Greening of Government Operations

This sub-program provides government-wide leadership in greening government operations to be achieved through both effective greening of its own operations and providing government-wide leadership to enable significant reductions in the environmental impact of federal operations. This is done through the development of policies and guidelines pertaining to environmental stewardship.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
1,360,335	1,358,378	1,358,378

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
17	17	17

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Government-wide guidance supports federal departments in reducing the environmental footprint of their operations.	Percentage of FSDS Theme IV targets for which up-to-date guidance documentation exists.	100%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to support partner departments to reduce the environmental footprint of federal government operations in response to the second cycle of the Federal Sustainable Development Strategy (FSDS 2013–16), develop Theme IV of the third cycle of the FSDS (FSDS 2016–19), and report on government-wide progress.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.7.2: Client Service Strategy

This sub-program leads PWGSC's Client Service Strategy and provides leadership across the Department in the development and implementation of service renewal initiatives. The strategy is based on six pillars: service standards, Departmental Service Agreements (DSAs), service offerings, client relationship management, service culture, and satisfaction measurement.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
956,886	956,886	956,886

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
18	18	18

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
A culture of service excellence is firmly rooted at all levels of PWGSC.	Percentage of employees who consider they regularly demonstrate the behaviours associated with the PWGSC Client Service Competency.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Develop and implement service renewal initiatives as part of the Client Service Strategy.
- Engage clients early and continuously through strategic agreements, revised service standards, improved services co-designed with clients, expanded client relationship management (CRM) approach, and optimized client satisfaction measurement tools.
- Enable employees at all levels to foster service excellence by strengthening engagement networks across the Department, enhancing learning and development opportunities for employees regarding service-related knowledge, and implementing the Blueprint 2020 approach on an Engaged, Enabled and Empowered Workforce that is committed to service excellence.
- Offer integrated and effective solutions by incorporating lean management into PWGSC's integrated solutions, aligning PWGSC service transformations, expanding and promoting e-services, and implementing Blueprint 2020 approaches on new PWGSC Services.
- Implement a departmental service management plan in line with the new Treasury Board Secretariat's Policy on Service, focused on meeting collective obligations to demonstrate how PWGSC uses client feedback to improve design and delivery of services, promoting awareness and uptake of e-services, and moving toward real-time performance and application information.

There is no variance in the planned spending.

Sub-Program 1.7.3: Government Information Services

This sub-program provides information to Canadians on Government of Canada programs and publications, and supports the effectiveness of Government of Canada communications activities through the provision of the Depository Services Program, Public Opinion Research Coordination, Advertising Coordination and Partnerships, *The Canada Gazette*, and Electronic Media Monitoring.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
23,945,966	18,919,175	18,919,175

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
115	115	115

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Canadians have access to centralized Government of Canada information and federal organizations receive services to support the delivery of selected Government of Canada communications activities.	Percentage of communications information services meeting established performance targets (i.e., timeliness, accessibility, accuracy, and quality).	80%	31/03/2016

Planning Highlights

PWGSC will:

- Implement electronic revision of texts for publication in *The Canada Gazette*.
- Launch the new Research Information Management System to provide government departments and agencies with access to an updated database of contracted public opinion research projects.
- Develop tools and services to enable client departments and agencies to seamlessly transition to the new Government of Canada media planning and buying services model established by the Department.
- Ensure that the Government of Canada continues to obtain maximum efficiencies and best value for its advertising dollar through sound stewardship and management excellence through oversight, control and reporting.
- Conduct an organizational restructuring and transformation of the Publishing and Depository Services Directorate. This will promote sound governance and a more productive workplace by ensuring that resources are organized effectively, processes are up-to-date and streamlined, and job descriptions reflect the new realities of the work environment.

The decrease in planned spending is mainly due to the completion of a pilot project viability assessment, which enables PWGSC to develop Internet advertising initiatives on behalf of federal organizations (Whole-of-Government Web Buy Initiative).

Sub-Program 1.7.4: Document Imaging Services

This sub-program provides document imaging and data capture solutions as cost recovery service to federal organizations. The service consists of image processing, indexing and secure archiving of electronic records. Modernization of business processes through document imaging enabled services assists departments in reducing processing costs and, in some cases, reducing warehousing costs, improves service levels to citizens, and unlocks corporate knowledge stored in paper archives for improved decision making. This service is certified against the required Canadian standards for electronic records as documentary evidence for use in legal disputes.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
1,059,885	1,081,084	1,102,705

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
132	135	135

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Quality and efficient document imaging services.	Maintain Document Imaging Services fixed cost per page.	$0.11 per page	31/03/2016
	Reduce variable cost per page for imaging services by 10%.	$0.17 per page	31/03/2016

Planning Highlights

PWGSC will:

- Maintain its focus on improving Document Imaging Services in order to increase cost-efficiency and help client departments and agencies reduce the need to store large volumes of paper documents and decrease their operational costs.
- Continue to pursue the integration of GCDOCS, the Government of Canada enterprise record management solution, with our document imaging solutions.
- Explore options for leveraging private-sector capacity to consolidate federal government requirements for document imaging services, such that government can obtain volume pricing advantages and ensure consistent compliance with privacy, security, quality and information management requirements.

There is no significant variance in planned spending since the variance does not exceed $0.1 million.

Sub-Program 1.7.5: Shared Travel Services

This sub-program identifies PWGSC as responsible for providing government-wide common and standardized tools to simplify and efficiently manage and reduce the cost of government travel, as well as supporting enhanced transparency, accountability and financial reporting for government travel.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
565,377	563,283	563,283

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
22	22	22

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal government employees use and are satisfied with the available travel services and tools.	Percentage of client satisfaction.	80%	31/03/2016
	Percentage of savings realized for flights as a result of discount agreements negotiated by PWGSC.	12%	31/03/2016
The federal government has access to relevant and timely information about government travel.	Percentage of GC entities adopting Shared Travel Services (STS) services.	85%	31/03/2016
	Percentage of implementation of Expenditure Management Tool (EMT) in client departments processing travel claims.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Continue work to transition to the next generation of the GC "end-to-end" travel solution aimed at delivering value to the Government. Our objective is to provide high-quality travel services to GC employees within an integrated travel management system that enables departments to manage travel more efficiently and maintain the GC's priority of transparency and accountability in the public sector. These services include travel cards, a travel call centre, an online booking tool, a travel authorization and expense management tool and reporting capabilities for all departments and agencies that choose to participate in Shared Travel Services (STS). Key improvements that can be expected in the new travel management solution include: guaranteed lowest cost fares on-line, lower transaction fees compared to the previous solution, on-screen evaluation of travel alternatives, and enhanced reporting for green house gas emissions. A transition to a mobile device platform is expected in 2015.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.7.6: Central Relocation Services

This sub-program identifies PWGSC as responsible for managing a government-wide common service that oversees moving operations for the relocation of all federal government employees, excluding Department of National Defence and Royal Canadian Mounted Police.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
-	-	-

Central Relocation Services are provided to clients on a full cost recovery basis. The planned expenditures is approximately $11M for the planned years, all of which is offset by revenues in the same amounts thus resulting in an actual planned spending of $0.

Human Resources (FTEs)

2015–16	2016–17	2017–18
7	7	7

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal government employees are satisfied with the relocation services provided while respecting appropriate Treasury Board polices and directives.	Percentage of client departments expressing a positive level of satisfaction with Central Relocation Services (CRS) services provided.	80%	31/03/2016

Planning Highlights

PWGSC will:

- Conduct an annual assessment of client departments' satisfaction with services provided in our effort to maintain or increase client satisfaction. PWGSC's Central Relocation Services (CRS) is responsible for coordinating the re-location of household goods of federal government employees being re-located, excluding DND and RCMP. On average, 1,300 moves are handled each year.

There is no variance in the planned spending.

Sub-Program 1.7.7: Government of Canada Administrative Services

This sub-program has a horizontal focus to delivering corporate administrative and human resources support services, on cost recovery basis, to achieve efficiencies for client federal organizations. Government of Canada Administrative Services reduces the number of back-office administrative information technology systems across government; and purchases, creates, modifies and maintains common Government of Canada versions of products, which eliminates duplication in individual departments and agencies allowing them to focus resources on key programs.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
1,728,742	1,728,742	1,728,742

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
144	147	151

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Sound stewardship of administrative systems and services meet program needs of federal institutions.	Percentage of clients satisfied overall with system cluster services provided by Shared Services Integration (SSI).	90%	31/03/2016
	Percentage of clients satisfied overall with human resource services provided by SSI.	90%	31/03/2016

Planning Highlights

PWGSC will:

- Continue to provide human resources (HR) services on a cost recovery basis to departments and agencies.
- Continue to partner with client organizations to facilitate the roll-out of GCDOCS throughout the Government of Canada.
- Continue to align Government of Canada initiatives using a common platform whereby departments and agencies benefit from horizontal direction and ongoing application support (e.g., Shared Case Management System).
- Evolve My GC HR to ensure it is reliable and that it meets the needs of users.
- Engage departments on their readiness to adopt My GC HR.
- Provide support and maintenance for existing My GC HR clients departments.
- On-board approximately 55,000 Government of Canada employees to My GC HR in 2015–16.

There is no variance in the planned spending.

Program 1.8: Procurement Ombudsman

This program, operating at arm's length from the government, reviews procurement practices across federal departments and agencies, investigates complaints from suppliers regarding the award and administration of contracts for goods and services, and ensures the provision of alternative dispute resolution services for existing contracts. This program helps to promote fairness, openness and transparency in the federal procurement process.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
4,111,325	4,111,325	4,108,225	4,108,225

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
26	26	26

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Increased awareness of fairness, openness and transparency in federal procurement practices.	Percentage of written complaints, requests for alternative dispute resolution services and procurement practice reviews addressed within the timelines stipulated in the Procurement Ombudsman Regulations.	100%	31/03/2016
	Percentage of all inquiries and complaints addressed by the provision of information, facilitation and referrals to appropriate authorities.	100%	31/03/2016

Planning Highlights

The Office of the Procurement Ombudsman (OPO) will:

- Continue to benefit Canadians and provide value for money by providing Canadian suppliers, in particular small and medium-sized enterprises, an avenue to help resolve issues they are experiencing with federal procurement.
- Continue to enhance the OPO's outreach program to further increase awareness of the OPO's role and services, and share procurement-related information with Canadian suppliers and federal departments for the purpose of promoting fairness, openness and transparency in the federal procurement process.
- Produce an Annual Report summarizing the activities of the OPO and raising awareness of procurement issues. (For more details consult OPO)[xiv].

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.8.1: Review of Procurement Practices

This sub-program allows for an independent third party review of systemic issues in government-wide procurement practices, and makes recommendations in support of fairness, openness and transparency in federal procurement. This sub-program helps promote the integrity, transparency and accountability of the government's procurement activities.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
2,154,184	2,153,655	2,153,655

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
13	13	13

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Federal organizations receive impartial, relevant and achievable recommendations.	Percentage of departments, whose practices were reviewed, that have taken action in response to recommendations.	100%	31/03/2016

Planning Highlights

The OPO will:

- Continue to monitor issues and work with federal departments and Canadian suppliers to address the main concerns and systemic issues in federal procurement.
- Work collaboratively with departments in reviewing their procurement practices to assess the fairness, openness and transparency of these practices, and recommend improvements.

There is no significant variance as the planned spending remains relatively stable.

Sub-Program 1.8.2: Supplier Complaints

This sub-program helps ensure that complaints regarding the award and administration of contracts are addressed in a helpful and timely manner by a knowledgeable and independent third-party. It also ensures the provision of facilitation and dispute resolution services, which can provide a timely and cost-effective process for the resolution of contract disputes.

Budgetary Financial Resources (dollars)

Planned Spending		
2015–16	2016–17	2017–18
1,957,141	1,954,570	1,954,570

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
13	13	13

Performance Measurement

Expected Results	Performance Indicators	Targets	Date to be Achieved
Complaints and contacts addressed in a timely manner.	Percentage of complaints addressed within the timelines stipulated in the Regulations.	100%	31/03/2016

Planning Highlights

The OPO will:

- Provide an independent and neutral avenue for addressing complaints from suppliers regarding the award or administration of federal contracts.
- Offer dispute resolution services to suppliers and departments by providing a timely, neutral and cost-effective option over the potentially lengthy and expensive litigation process.

There is no significant variance as the planned spending remains relatively stable.

Program 1.9: Internal Services

Internal Services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal Services include only those activities and resources that apply across an organization and not those provided specifically to a program, such as human resources, information technologies, finance and corporate services.

Budgetary Financial Resources (dollars)

Total Budgetary Expenditures (Main Estimates)	Planned Spending		
2015–16	2015–16	2016–17	2017–18
221,169,070	221,169,070	218,850,030	219,179,491

Totals may not add up due to rounding.

Human Resources (FTEs)

2015–16	2016–17	2017–18
2,328	2,329	2,276

Planning Highlights

PWGSC will:

- Continue to provide the Minister and Deputy Minister with assurance that departmental operations are being carried out with integrity, due diligence and transparency, in accordance with established legislation, regulations and policies.
- Prepare decision documents which include consideration and/or analysis of the impacts of strategic environmental assessment, gender-based analysis and official languages.
- Continue to embrace the latest innovative tools in an effort to communicate as effectively as possible with Canadians, while preparing the Department to transition to the new Canada.ca website.
- Focus its efforts on activities that support the four strategic human resources (HR) priorities for 2015–20 (i.e., effective HR planning, talent management excellence, engaging workplace, and organizational agility).
- Lead in robust and sound financial management through strengthened financial accountability while ensuring optimal use of departmental resources.
- Enhance information management by continuing the deployment of GCDOCS (an Electronic Documents and Records Management system), updating the Record Disposition Authority for all Program Activities, and initiating projects to increasingly move from paper to digital.
- Establish an operating model that enables effective IT decision making through an approach to the management of IT that ensures cost-effective and efficient IT solutions, and IT investment decisions that are aligned with departmental and Government of Canada priorities among which My GC HR application for personnel management.

- Lead sound stewardship of departmental materiel management functions that will contribute in achieving high-quality, effective, efficient and agile materiel management services through innovation of its various programs and corporate functions.

The decrease in planned spending is mainly due to the transfer of pay services, currently offered by Human Resources, to Miramichi, New Brunswick.

Sub-Program 1.9.1: Management and Oversight

Management and Oversight Services involve activities undertaken for determining strategic direction and governance, program planning and design; representing values and ethics; and allocating resources and taking investment decisions; as well as those activities related to analyzing exposure to risk and determining appropriate countermeasures. They ensure that the service operations and programs of the federal government comply with applicable laws, regulations, policies, and/or plans.

Service Groupings for Management and Oversight Services include Strategic Policy and Planning and Government Relations (including Federal/Provincial/Territorial/International); Executive Services; Corporate Policy, Standards, Guidelines; Investment Planning; Project Management; Risk Management; Performance and Reporting; Internal Audit; and Evaluation.

Human Resources (FTEs)

2015–16	2016–17	2017–18
172	172	172

Planning Highlights

PWGSC will:

- Continue to provide the Minister and Deputy Minister with assurance that departmental operations are being carried out with integrity, due diligence and transparency, in accordance with established legislation, regulations and policies.
- Continue to administer the *Public Servants Disclosure Protection Act*, through its Office of Internal Disclosure, which encourages public servants to report wrongdoing in the workplace. The Department will implement outreach measures to maintain an environment where employees are confident that they are protected from reprisals when disclosing wrongdoing in the workplace.
- Continue to ensure the protection of departmental personnel, information and assets through its Corporate Security function and Emergency Preparedness programs, and continue to conduct administrative investigations and review procurement award practices through its Special Investigations Directorate in response to allegations of wrongdoing.

- Contribute to the integrity and effectiveness of departmental operations, through the Office of Audit and Evaluation (OAE), by delivering independent and credible internal audits that provide reasonable assurance on the effectiveness and adequacy of risk management, controls and governance processes. Furthermore, the OAE will continue to deliver neutral evaluations on the relevance and performance of departmental programs, policies and initiatives.
- Prepare decision documents (including Memoranda to Cabinet and Treasury Board Submissions) in support of the Department's business requirements. All of these decision documents will include consideration and/or analysis of the impacts of strategic environmental assessment, gender-based analysis and official languages.

Sub-Program 1.9.2: Communications

Communications Services involves activities undertaken to ensure that Government of Canada communications are effectively managed, well coordinated and responsive to the diverse information needs of the public. The communications management function ensures that the public—internal or external—receives government information, and that the views and concerns of the public are taken into account in the planning, management and evaluation of policies, programs, services, and initiatives.

Service Groupings for Communications Services include Public Opinion Research; Corporate Identity; Consultations; Media Relations; Advertising, Fairs, Exhibits; In-Person Service, Telephone, Facsimile, Mail, Internet; Translation; and Publications.

Human Resources (FTEs)

2015–16	2016–17	2017–18
99	99	99

Planning Highlights

PWGSC will:

- Continue to provide external and internal communications strategic advice, support and services to the Department's business lines and the senior executive offices (Deputies' and Minister's offices) to advance departmental and governmental priorities.
- Continue to embrace the latest innovative tools in an effort to communicate as effectively as possible with Canadians, while preparing the Department to transition to the new Canada.ca website.

Sub-Program 1.9.3: Legal

Legal Services involve activities undertaken to enable government departments and agencies to pursue policy, program and service delivery priorities and objectives within a legally sound framework. Services include the provision of policy and program advice; direction in the development and drafting of the legal content of bills, regulations, and guidelines; assistance in the identification, mitigation and management of legal risks; legal support in ensuring compliance and enforcement of standards, regulations and guidelines; and representing the Crown's interests in litigation.

Service Groupings for Legal Services include Legal Advice; Preparation of Legal Documents; Litigation Services; Legislative Drafting; and Legal Oversight.

Human Resources (FTEs)

2015–16	2016–17	2017–18
21*	22	22

**The FTE graph included in this section does not represent Department of Justice (DOJ) FTEs. It represents the PWGSC supports staff working in the Legal Services Branch.*

Planning Highlights

PWGSC will:

- Provide operational and administrative support to Counsels and the Senior General Counsel.
- Provide paralegal support to Counsels and the Senior General Counsel.

Sub-Program 1.9.4: Human Resources Management

Human Resources Management Services involve activities undertaken for determining strategic direction, allocating resources among services and processes, as well as activities relating to analyzing exposure to risk and determining appropriate countermeasures. They ensure that the service operations and programs of the federal government comply with applicable laws, regulations, policies, and/or plans.

Service Groupings for Human Resources Management Services include: Human Resources Planning, Work, Organization Design and Reporting; Job and Position Management; Employee Acquisition and Orientation; Total Compensation; Employee Performance, Learning, Development and Recognition; Permanent and Temporary Separations; and Workplace Management.

Human Resources (FTEs)

2015–16	2016–17	2017–18
488	488	435

Planning Highlights

In 2015–16 PWGSC will focus its efforts on activities that support the four strategic human resources (HR) priorities for 2015–20 (effective HR planning, talent management excellence, engaging workplace, and organizational agility). The Department will:

- Reinforce the HR planning function to ensure the Department has the right people at the right time in the right place.
- Continue managing the organizational changes and potential workforce adjustment activities stemming from the implementation of the budget restrictions and the various transformation initiatives such as the transfer of compensation services to Miramichi.
- Strengthen people management practices to support a culture of high performance.
- Continue advancing the principles of Blueprint 2020 to support a world-class public service.

Sub-Program 1.9.5: Financial Management

Financial Management Services involve activities undertaken to ensure the prudent use of public resources, including planning, budgeting, accounting, reporting, control and oversight, analysis, decision support and advice, and financial systems.

Service Groupings for Financial Management Services include Financial Planning and Budgeting; Accounting Management; Expenditure Control; Payments Service; Collections and Receivables Service; and Asset and Liability Management Service.

Human Resources (FTEs)

2015–16	2016–17	2017–18
503	503	503

Planning Highlights

PWGSC will:

- Lead in robust and sound financial management through strengthened financial accountability while ensuring optimal use of departmental resources via the implementation and reinforcement of a number of initiatives such as the Pay on Time, Budget Management Excellence, Departmental Investment Management, Chief Financial Officer (CFO) Attestation on Cabinet Submissions, and Excellence in Financial Reporting.
- Improve efficiency of operations by leveraging technology and automating the end-to-end procurement invoice to payment process and also by enhancing decision-making for stakeholders, including Shared Services Canada, to whom system services are provided on a cost recovery basis.
- Provide strong financial leadership and oversight over the implementation of approved budget savings measures.
- Ensure sound stewardship and management excellence by remaining committed to effective resource planning and workforce management, while continuing to build on lessons learned and share best practices across the public service.

Sub-Program 1.9.6: Information Management

Information Management Services involve activities undertaken to achieve efficient and effective information management to support program and service delivery; foster informed decision making; facilitate accountability, transparency, and collaboration; and preserve and ensure access to information and records for the benefit of present and future generations. Information management is the discipline that directs and supports effective and efficient management of information in an organization, from planning and systems development to disposal or long-term preservation

Service Groupings for Information Management Services include Enterprise Information Architecture Services; Data Management Services; Records and Document Management Services; Library Services; Content Management Services; Archival Services; Business Intelligence and Decision Support Services; and Access to Information and Privacy Services.

Human Resources (FTEs)

2015–16	2016–17	2017–18
119	119	119

Planning Highlights

PWGSC will:

- Develop a new Directive on Privacy Practices, including a new Privacy Breach Protocol consistent with related Treasury Board policies.
- Develop an Access to Information and Privacy (ATIP) Monitoring Program, with the objective to increase quality control over the entire ATIP process, including interpretation of legislation and application of exemptions.
- Enhance information management by continuing the deployment of GCDOCS (an Electronic Documents and Records Management system), updating the Record Disposition Authority for all Program Activities, and initiating projects to increasingly move from paper to digital.
- Support Open Government through the development of the Departmental Open Government Implementation Plan and the release of additional datasets on the Open Data portal.

Sub-Program 1.9.7: Information Technology

Information Technology (IT) Services involve activities undertaken to achieve efficient and effective use of information technology to support government priorities and program delivery, to increase productivity, and to enhance services to the public. The management of information technology includes planning, building (or procuring), operating and measuring performance.

Service Groupings for Information Technology Services include: Distributed Computing; Application/Database Development and Maintenance; Production and Operations Computing; Telecommunications Network—(Data and Voice); and Information Technology Security.

Human Resources (FTEs)

2015–16	2016–17	2017–18
879	879	879

Planning Highlights

PWGSC will:

- Work collaboratively with partners to maximize the value of technology in support of departmental and Government of Canada modernization initiatives, by leveraging new and emerging information technologies (IT) and strategic sourcing for service improvement. Examples of Government of Canada modernization initiatives include PWGSC's leadership in establishing and managing common business applications such as My GC HR for personnel management and GCDOCS for document and records management.
- Establish an operating model that enables effective IT decision making through a standards-based, transparent, and department-wide approach to the management of IT that ensures cost-effective and efficient IT solutions, and IT investment decisions that are aligned with departmental and Government of Canada priorities.
- Maintain progress in the rationalization of PWGSC's IT Application Portfolio, creating economies of scale, reducing operating costs and minimizing aging IT-related risks to the operations of the Department, while at the same time providing for the necessary levels of process and information integration required in support of PWGSC's Service Transformation Initiative.
- Establish an efficient departmental central service desk that will serve as a client interface for IT activities, and support proactive maintenance of IT.

Sub-Program 1.9.8: Real Property

Real Property Services involve activities undertaken to ensure real property is managed in a sustainable and financially responsible manner throughout its life cycle, to support the cost-effective and efficient delivery of government programs. Real property is defined as any right, interest or benefit in land, which includes mines, minerals and improvements on, above or below the surface of the land.

Service Groupings for Real Property Services include: Acquisition; Operations and Management; and Disposal.

Human Resources (FTEs)

2015–16	2016–17	2017–18
15	15	15

Planning Highlights

PWGSC will:

- Sustain the effective management of the Department's National Accommodation Program and provision of a productive workplace with a comprehensive range of services to departmental programs while ensuring the optimal use of departmental space and staying aligned with the targets established in the Budget reduction initiatives.

Sub-Program 1.9.9: Materiel

Materiel Services involve activities undertaken to ensure that materiel can be managed by departments in a sustainable and financially responsible manner that supports the cost-effective and efficient delivery of government programs. Materiel is defined as all movable assets, excluding money and records, acquired by Her Majesty in right of Canada. Materiel management entails all activities necessary to acquire, hold, use and dispose of materiel, including the notion of achieving the greatest possible efficiency throughout the life cycle of materiel assets.

Service Groupings for Materiel Services include: Acquisition; Operations and Management; and Disposal.

Human Resources (FTEs)

2015–16	2016–17	2017–18
20	20	20

Planning Highlights

PWGSC will:

- Lead sound stewardship of departmental materiel management functions that will contribute in achieving high-quality, effective, efficient and agile materiel management services through innovation of its various programs and corporate functions such as: Departmental Procurement Reporting, Assets and Inventory Management, Warehousing Operations, Acquisition Card Program, Taxi Management, Fleet Management and Work Aid Related.

Sub-Program 1.9.10: Acquisition

Acquisition Services involve activities undertaken to acquire a good or service to fulfill a properly completed request (including a complete and accurate definition of requirements and certification that funds are available) until entering into or amending a contract.

Service Groupings for Acquisition Services include: Goods Acquisitions; Services Acquisitions; Construction Acquisitions; and Other Acquisitions (acquisitions that fall outside the definitions of goods or services).

Human Resources (FTEs)

2015–16	2016–17	2017–18
12	12	12

Planning Highlights

PWGSC will:

- Lead the policy guidance and provision of high-quality and innovative internal procurement and contracting services in support of PWGSC operations.

Section III: Supplementary Information

Future-Oriented Statement of Operations

The future-oriented condensed statement of operations presented in this subsection is intended to serve as a general overview of the Department of Public Works and Government Services Canada's (PWGSC) operations. The forecasted financial information on expenses and revenues is prepared on an accrual accounting basis to strengthen accountability, and to improve transparency and financial management.

Amounts in this section of the report are presented on an accrual basis of accounting, causing a difference in comparison to other sections where amounts are presented on an expenditure basis. A reconciliation between the two methods of accounting is presented below.

The future-oriented statement of operations and associated notes, including a reconciliation of the net costs of operations to the requested authorities, can be found on PWGSC's website[xv].

Future-Oriented Condensed Statement of Operations for the Year Ended March 31 (dollars)

Financial Information	2014–15 Estimated Results	2015–16 Planned Results	Difference
Total expenses	5,203,400	5,112,300	(91,100)
Total revenues	2,514,900	2,578,700	(63,800)
Net cost of operations	2,688,500	2,533,600	(154,900)

The decrease of $91.1 million in 2015–16 Planned Expenses, when compared to the 2014–15 Estimated Expenses, is mainly attributable to:

- **a decrease of $76.1 million** due to completion of repairs and rehabilitation of major federal assets (i.e. federal buildings, parliamentary precinct, bridges and dams);
- **a decrease of $28.9 million** of savings identified as part of the Deficit Reduction Action Plan resulting from operating efficiencies and improving productivity;
- **a decrease of $17.4** million as a result of the development of a renewed model to manage costs and volume related to the acceptance of credit card and debit payments; and
- **a decrease in business volume of $12.0 million** in demand for Linguistic Services.

Offset by:

- **an increase of $41.0 million,** mainly in Services of a regulatory nature due to the migration of the Canadian Armed Forces pension plan administration to PWGSC.

As PWGSC's revenues and expenses are closely correlated, **the increase of $63.8 million in 2015–16 Planned Revenues when compared to 2014–15 Estimated Revenues** is mainly attributable to:

- **an increase of $41.0 million,** mainly in Services of a regulatory nature due to the migration of the Canadian Armed Forces pension plan administration to PWGSC; and
- **an increase in business volume of $28.2 million** in Services of a non-regulatory nature related to the Document Imaging Services.

Offset by:

- **a decrease in business volume of $7.0 million** in demand for Linguistic Services.

Net Cost of Operations vs Net Planned Spending

Reporting of financial authorities, which is primarily based on cash flow requirements, does not reflect reporting of the Future-Oriented Net Cost of Operations, which is on an accrual basis. The difference in the types of reporting may be summarized and explained as follows:

2015–16 Net Cost of Operations	1) Acquisition—Capital Assets	2) Management Estimates and Obligations	2015–16 RPP Net Planned Spending
$2,533,600	+ $792,800	-$454,800	= $2,871,600

1) **Acquisition of Capital Assets of $792.8 million:** Acquisitions of capital assets are funded through parliamentary authorities. However, only the value of their annual amortization expense will be captured in the Net Cost of Operations.

2) **Management Estimates and Obligations of $454.8 million** are mainly related to:
   - an amount of $540.2 million for the amortization expense of tangible capital assets which does not require the use of funds;
   - services provided without charge, in the amount of $63.8 million, that are accounted for in this statement. The Department receives these services from other government departments for legal services, employer's contribution to the health and dental insurance plans and workers' compensation coverage;
   - partially offset by an obligation of $147.3 million for existing capital leases, thus reducing financial liabilities.

Supplementary Information Tables

The supplementary information tables[xvi] listed in the *2015–16 Report on Plans and Priorities* can be found on PWGSC's website[xvii].

- Departmental Sustainable Development Strategy;
- Details on Transfer Payment Programs of $5 Million or More;
- Status Report on Transformational and Major Crown Projects;
- Upcoming Internal Audits and Evaluations Over the Next Three Fiscal Years; and
- User Fees and Regulatory Charges.

Tax Expenditures and Evaluations

The tax system can be used to achieve public policy objectives through the application of special measures such as low tax rates, exemptions, deductions, deferrals and credits. The Department of Finance publishes cost estimates and projections for these measures annually in the *Tax Expenditures and Evaluations*[xviii] publication. The tax measures presented in the Tax Expenditures and Evaluations publication are the sole responsibility of the Minister of Finance.

Section IV: Organizational Contact Information

General Inquiries

For more information on programs and services of Public Works and Government Services Canada, please communicate with us through our General Inquiries page.

Public Works and Government Services Canada
11 Laurier Street, PDP III
Gatineau, Quebec
K1A 0S5
Canada

ATTN: General Enquiry Website: http://www.tpsgc-pwgsc.gc.ca/comm/index-eng.html

E-mail—General Inquiries: questions@tpsgc-pwgsc.gc.ca

Toll-free number for hearing-impaired person: 1-800-926-9105

Appendix: Definitions

appropriation: Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

budgetary expenditures: Include operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

Departmental Performance Report: Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

full-time equivalent: Is a measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

Government of Canada outcomes: A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

Management, Resources and Results Structure: A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

non-budgetary expenditures: Include net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

performance: What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve and how well lessons learned have been identified.

performance indicator: A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

performance reporting: The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

planned spending: For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

plans: The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

priorities: Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

program: A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

Program Alignment Architecture: A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

Report on Plans and Priorities: Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

results: An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

Strategic Outcome: A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

sunset program: A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

target: A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

whole-of-government framework: Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

Endnotes

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[i] *Department of Public Works and Government Services Act*, http://laws-lois.justice.gc.ca/eng/acts/P-38.2/

[ii] *Shared Services Canada Act*, http://laws-lois.justice.gc.ca/eng/acts/S-8.9/

[iii] *Expropriation Act*, http://laws-lois.justice.gc.ca/eng/acts/E-21/

[iv] *Defence Production Act*, http://laws-lois.justice.gc.ca/eng/acts/D-1/

[v] *Seized Property Management Act*, http://laws-lois.justice.gc.ca/eng/acts/S-8.3/

[vi] *Surplus Crown Assets Act*, http://laws-lois.justice.gc.ca/eng/acts/S-27/

[vii] *Financial Administration Act*, http://laws-lois.justice.gc.ca/eng/acts/f-11/

[viii] Although it is a program of Public Works and Government Services, the Office of the Procurement Ombudsman is required to operate in an impartial and independent manner. The details of its operations and performance results are provided in the Procurement Ombudsman's annual report, which is tabled in each House of Parliament by the Minister of Public Works and Government Services following the fiscal year in accordance with legislative requirements.

[ix] PWGSC @ Your Service: Our Services, Standards and Results 2014–2015, http://www.tpsgc-pwgsc.gc.ca/sc-cs/nsnnnr-ossr/2014-2015/tdm-toc-eng.html

[x] Whole-of-government framework, http://www.tbs-sct.gc.ca/ppg-cpr/frame-cadre-eng.aspx

[xi] 2014–15 Main Estimates, http://www.tbs-sct.gc.ca/ems-sgd/esp-pbc/esp-pbc-eng.asp

[xii] Public Works and Government Services Canada, http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/publications/cntstrdv-cntsstdv-eng.html

[xiii] Building The Hill website, http://www.tpsgc-pwgsc.gc.ca/collineduparlement-parliamenthill/batir-buil-eng.html

[xiv] See http://opo-boa.gc.ca/ for more details on the Office of the Procurement Ombudsman.

[xv] Public Works and Government Services Canada Reports, http://www.tpsgc-pwgsc.gc.ca/rapports-reports/index-eng.html

[xvi] Supplementary information tables, http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/2015-2016/rst-sit-eng.html

[xvii] Public Works and Government Services Canada Reports, http://www.tpsgc-pwgsc.gc.ca/rapports-reports/rpp/index-eng.html

[xviii] Tax Expenditures and Evaluations publication, http://www.fin.gc.ca/purl/taxexp-eng.asp